Meeting Agenda

8:00 – Call to Order

8:02 – Approval of Agenda

8:03 – Approval of Minutes and Board Actions
  • Approval of May 2, 2016 Board Minutes
    (As Reviewed and Approved by the Board Secretary)
  • Approval of May 2, 2016 Board Actions
    (As Reviewed and Approved by the Board Secretary)

8:05 – Chair’s Remarks

8:08 – Introduction of Visitors

8:10 – Citizen Input

8:12 – Committee Report
  • June 6 Finance Committee Report

8:20 – Approval of Committee Reports

8:22 – Board Member Input on Activities Attended

8:35 – Executive Director’s Report

8:40 – Old Business

8:42 – New Business

8:45 – Adjournment

Reminders:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Public Hearing</td>
<td>June 20</td>
<td>6:30 p.m.</td>
</tr>
<tr>
<td>July Monthly Meeting</td>
<td>July 11</td>
<td>8:00 p.m.</td>
</tr>
<tr>
<td>July Finance Committee Meeting</td>
<td>July 18</td>
<td>6:00 p.m.</td>
</tr>
</tbody>
</table>
Present were:
- Bev Cosham, Chair
- Bill Bouie
- John Mendonça
- Michelle Moyer
- Bill Keefe
- Vicky Wingert
- Lisa Sechrest-Ehrhardt

Absent and excused:
- Gerald Zavala
- Bill Penniman

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

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

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

MOTION #2:
Approval of the April 4, 2016 Board Minutes
Bill B. moved that the Board approve the April 4, 2016 Board Minutes. Vicky seconded the motion. The motion passed unanimously.

MOTION #3:
Approval of the April 4, 2016 Board Actions
Bill B. moved that the Board approve the April 4, 2016 Board Actions. Bill K. seconded the motion. The motion passed unanimously.

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

A Storm Overhead by Mary Grace
A storm is brewing in the dark of the night
You can see the flashes in the distance of the light so bright
In the very distance of the night lighting up the sky
Sometimes it will be here very fast and other times by and by
With the lightning zig-zagging through the cloudy countryside
We sit and count till the thunder comes to where we abide
Just to find how long we have before we have to hide
A sky that’s lit with many shades of blue, black, indigo and white
In it comes with the flow of the tide and up the rivers so tight
And so it goes round and round and often you can feel it hide
Reappearing just when it is time for that ebb tide
At times it’s far away and others just overhead
Thunder shakes all around and especially the garden shed
A storm is something people can really hate
As it can really frighten them and make them quake
Others will stand and stare in wonder at the frightening glare
And be at total peace with the elements and totally unaware
Of the many dangers that may be had standing there

Introduction of Visitors
None.

Citizen Input
None.

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

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

MOTION #4:
Approval of the Committee Reports
Bill B. moved that the Board approve the committee reports. Bill K. seconded the motion. The motion passed unanimously.

Board Member Input on Activities Attended
John attended the Best of Reston and enjoyed seeing Leila recognized for her leadership.

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

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

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

Bill B. thanked everyone who came to Leadership Fairfax breakfast; the whole day was very special. He also congratulated Leila on the well-deserved and overdue Best of Reston award. He noted that about 96
hours before that celebration, Leila celebrated the wedding of her son, which was also a fantastic event. He enjoyed the Founder’s Day ceremonies and said that Kristina Alcorn’s book about Bob Simon was released and she signed copies at the Reston Museum. He bought several to give away. The author signed books at the museum. He thinks the celebration of Bob Simon was the best event he has ever attended in Reston and congratulated RCC staff on producing this terrific event. The rest of his month was spent on the release of the Park Authority’s 10-year Needs Analysis. He noted that the top four priorities – based on an exhaustive interview process with 20,000 members of the community – are not what people would expect. The biggest priority is trail space, followed by aquatics and gym space, land acquisition and dog parks. He noted that we only have nine County dog parks and the one at Baron Cameron is the largest; there are 1,000 registered dogs within a one mile radius of Baron Cameron Park. He said this will be a busy year because it’s a bond year; he recognized Gerald as the new captain of the Park Authority’s “Green Team.” Bill B. said that 10 years ago, the Park Authority needed $354 million to meet the County’s demands. That number is now approaching a billion. He said that we really need a County meals tax to take the burden off of those paying property taxes. Bill also said that he attended an IPAR retreat as well as a meeting with Supervisor Cathy Hudgins’ appointees for Boards and Commissions.

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

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

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

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

**Old Business**
None.

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

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

**MOTION #5**
**To Adjourn the Meeting**
Bill K. moved to adjourn the meeting at 9:00 p.m. Bill B. seconded the motion. The motion passed unanimously.
BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON FEBRUARY 8, 2016

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

__________________________________________
Lisa Sechrest-Ehrhardt,
Board Secretary

______________________________
May 16, 2016
Date
<table>
<thead>
<tr>
<th>Revenue</th>
<th>Detail of FY16 Budget Reallocations</th>
<th>Revised FY16 Budget</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>
</tr>
<tr>
<td>Taxes</td>
<td></td>
<td>7,016,016</td>
<td>12,317</td>
<td>5,132</td>
<td>6,900,696</td>
<td>115,320 (111.62%)</td>
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<tr>
<td>Interest</td>
<td></td>
<td>8,441</td>
<td>2,534</td>
<td>2,480</td>
<td>19,636</td>
<td>(11,195) 232.63%</td>
</tr>
<tr>
<td>Vending</td>
<td></td>
<td>1,616</td>
<td>164</td>
<td>220</td>
<td>1,594</td>
<td>22 98.65%</td>
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<tr>
<td>Facility Rental</td>
<td></td>
<td>149,921</td>
<td>17,106</td>
<td>25,722</td>
<td>194,177</td>
<td>(44,256) 129.52%</td>
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<tr>
<td>Program Revenue Est. Loss</td>
<td></td>
<td>59,640</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Performing Arts-Theatre Admiss.</td>
<td></td>
<td>53,326</td>
<td>3,252</td>
<td>5,360</td>
<td>59,525 (6.199) 111.62%</td>
<td></td>
</tr>
<tr>
<td>3 PA Theatre Rental</td>
<td></td>
<td>33,290</td>
<td>6,598</td>
<td>600</td>
<td>23,788</td>
<td>9,502 71.46%</td>
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<tr>
<td>4 PA Misc Revenue</td>
<td></td>
<td>411</td>
<td>166</td>
<td>3,128</td>
<td>(3,128) 0.00%</td>
<td></td>
</tr>
<tr>
<td>5 PA Equip. Sale Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,509</td>
<td>(2,509) 0.00%</td>
</tr>
<tr>
<td>6 PA Cultural Activities/ Arts Org</td>
<td></td>
<td>-17,749</td>
<td>2,259</td>
<td>4,695</td>
<td>(4,695) 0.00%</td>
<td></td>
</tr>
<tr>
<td>7 Aquatics Classes/drop-in</td>
<td></td>
<td>(8,260)</td>
<td>306,614</td>
<td>16,777</td>
<td>22,659</td>
<td>273,348 89.15%</td>
</tr>
<tr>
<td>8 Aquatics Rental</td>
<td></td>
<td>19,200</td>
<td>6,415</td>
<td>2,875</td>
<td>20,893</td>
<td>(1,693) 108.82%</td>
</tr>
<tr>
<td>9 L&amp;L Fitness</td>
<td></td>
<td>116,834</td>
<td>7,634</td>
<td>3,403</td>
<td>113,205</td>
<td>3,629 96.89%</td>
</tr>
<tr>
<td>10 L&amp;L Teens/Family</td>
<td></td>
<td>(58,880)</td>
<td>73,000</td>
<td>-232</td>
<td>510</td>
<td>43,943 60.20%</td>
</tr>
<tr>
<td>11 L&amp;L 55+</td>
<td></td>
<td>81,361</td>
<td>2,536</td>
<td>(110)</td>
<td>43,562</td>
<td>37,799 53.54%</td>
</tr>
<tr>
<td>12 L&amp;L Youth</td>
<td></td>
<td>127,149</td>
<td>7,122</td>
<td>3,295</td>
<td>189,021 (61,872) 148.66%</td>
<td></td>
</tr>
<tr>
<td>13 L&amp;L Adult</td>
<td></td>
<td>(13,195)</td>
<td>35,589</td>
<td>3,236</td>
<td>32,631</td>
<td>2,958 91.69%</td>
</tr>
<tr>
<td>14 Community Events</td>
<td></td>
<td>3,475</td>
<td></td>
<td></td>
<td>4,045</td>
<td>(570) 116.40%</td>
</tr>
<tr>
<td>15 Arts Education</td>
<td></td>
<td>20,695</td>
<td>191,955</td>
<td>7,909</td>
<td>1,736</td>
<td>273,336 (81,381) 142.40%</td>
</tr>
<tr>
<td><strong>Total RCC Revenue</strong></td>
<td></td>
<td>0</td>
<td>8,277,427</td>
<td>76,031</td>
<td>77,605</td>
<td>8,203,731 99.11%</td>
</tr>
</tbody>
</table>

Rev. Budget vs Actuals 30-Apr-16

100%/12*10mos=83.33%
Reston Community Center
Revised Budget vs Actuals Worksheet
30-Apr-16

100%/12*10mos=83.33%

<table>
<thead>
<tr>
<th>Personnel Expenses</th>
<th>Detail of FY16 Budget</th>
<th>Revised FY16 Budget</th>
<th>Mar</th>
<th>Apr</th>
<th>YTD</th>
<th>REMAINING BALANCE</th>
<th>% Budget Used Ytd</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Administration</td>
<td>(66,527)</td>
<td>542,669</td>
<td>32,859</td>
<td>49,288</td>
<td>339,509</td>
<td>203,160</td>
<td>62.56%</td>
</tr>
<tr>
<td>Personnel Cost Savings</td>
<td></td>
<td>204,437</td>
<td>0</td>
<td>204,437</td>
<td>0.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Booking</td>
<td></td>
<td>196,149</td>
<td>15,322</td>
<td>23,007</td>
<td>158,122</td>
<td>38,027</td>
<td>80.61%</td>
</tr>
<tr>
<td>3 Comptroller</td>
<td></td>
<td>378,887</td>
<td>26,695</td>
<td>40,204</td>
<td>260,046</td>
<td>118,841</td>
<td>68.63%</td>
</tr>
<tr>
<td>4 Customer Service</td>
<td>(51,544)</td>
<td>499,676</td>
<td>35,881</td>
<td>54,129</td>
<td>371,949</td>
<td>127,727</td>
<td>74.44%</td>
</tr>
<tr>
<td>5 Facility Engineer</td>
<td></td>
<td>127,235</td>
<td>8,408</td>
<td>12,442</td>
<td>86,650</td>
<td>40,585</td>
<td>88.10%</td>
</tr>
<tr>
<td>6 Maintenance</td>
<td>(25,500)</td>
<td>419,619</td>
<td>36,047</td>
<td>53,954</td>
<td>361,006</td>
<td>58,613</td>
<td>86.03%</td>
</tr>
<tr>
<td>7 IT</td>
<td></td>
<td>134,767</td>
<td>10,561</td>
<td>15,841</td>
<td>109,109</td>
<td>25,658</td>
<td>80.96%</td>
</tr>
<tr>
<td>8 Media</td>
<td></td>
<td>394,434</td>
<td>28,512</td>
<td>42,851</td>
<td>277,419</td>
<td>117,015</td>
<td>70.33%</td>
</tr>
<tr>
<td>9 Community Partnerships</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Performing Arts</td>
<td></td>
<td>499,481</td>
<td>32,430</td>
<td>60,285</td>
<td>347,790</td>
<td>151,691</td>
<td>69.63%</td>
</tr>
<tr>
<td>11 Aquatics</td>
<td>(4,130)</td>
<td>654,409</td>
<td>53,038</td>
<td>74,823</td>
<td>537,470</td>
<td>116,939</td>
<td>82.13%</td>
</tr>
<tr>
<td>12 Leisure &amp; Learning (L&amp;L) Admin</td>
<td></td>
<td>225,541</td>
<td>17,836</td>
<td>26,754</td>
<td>184,469</td>
<td>41,072</td>
<td>81.79%</td>
</tr>
<tr>
<td>13 L&amp;L Fitness</td>
<td>(62,200)</td>
<td>97,279</td>
<td>8,510</td>
<td>13,288</td>
<td>72,571</td>
<td>24,708</td>
<td>74.60%</td>
</tr>
<tr>
<td>14 L&amp;L Teens/Family</td>
<td></td>
<td>140,054</td>
<td>3,561</td>
<td>6,460</td>
<td>91,005</td>
<td>49,049</td>
<td>64.98%</td>
</tr>
<tr>
<td>15 L&amp;L 55+</td>
<td></td>
<td>20,088</td>
<td>10,055</td>
<td>14,810</td>
<td>94,438</td>
<td>46,762</td>
<td>66.88%</td>
</tr>
<tr>
<td>16 L&amp;L Youth</td>
<td></td>
<td>195,299</td>
<td>7,868</td>
<td>13,401</td>
<td>140,804</td>
<td>54,495</td>
<td>72.10%</td>
</tr>
<tr>
<td>17 L&amp;L Adult</td>
<td>(16,562)</td>
<td>125,626</td>
<td>8,645</td>
<td>13,702</td>
<td>86,661</td>
<td>38,965</td>
<td>68.98%</td>
</tr>
<tr>
<td>18 Community Events</td>
<td></td>
<td>134,633</td>
<td>8,489</td>
<td>13,390</td>
<td>97,819</td>
<td>36,814</td>
<td>72.66%</td>
</tr>
<tr>
<td>19 Arts Education</td>
<td></td>
<td>1,938</td>
<td>323,754</td>
<td>19,721</td>
<td>31,263</td>
<td>259,898</td>
<td>63,856</td>
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<tr>
<td><strong>Total Personnel Expenses</strong></td>
<td></td>
<td>0</td>
<td>5,435,149</td>
<td>364,437</td>
<td>559,891</td>
<td>3,876,735</td>
<td>1,558,414</td>
</tr>
</tbody>
</table>
Reston Community Center
Revised Budget vs Actuals Worksheet
30-Apr-16
100%/12*10mos=83.33%

<table>
<thead>
<tr>
<th>Operational Expenses</th>
<th>Detail of FY16 Budget</th>
<th>Revised FY16 Budget</th>
<th>Mar</th>
<th>Apr</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>330</td>
<td>3,011</td>
<td>23,508</td>
<td>73,376</td>
<td>24.26%</td>
<td></td>
</tr>
<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>
</tr>
<tr>
<td>2 Board</td>
<td>57,820</td>
<td>5,498</td>
<td>1,347</td>
<td>40,297</td>
<td>17,523</td>
<td>69.69%</td>
<td></td>
</tr>
<tr>
<td>3 Booking</td>
<td>(3,852)</td>
<td>99,348</td>
<td>40</td>
<td>98</td>
<td>79,594</td>
<td>19,754</td>
<td>80.12%</td>
</tr>
<tr>
<td>4 Comptroller/LA Lease/Admin</td>
<td>(22,190)</td>
<td>355,572</td>
<td>7,041</td>
<td>3,184</td>
<td>312,739</td>
<td>42,833</td>
<td>87.95%</td>
</tr>
<tr>
<td>5 Customer Service</td>
<td>1,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,500</td>
<td>0.00%</td>
</tr>
<tr>
<td>6 Facility Engineer</td>
<td>178,667</td>
<td>16,140</td>
<td>18,995</td>
<td>122,258</td>
<td>56,409</td>
<td>68.43%</td>
<td></td>
</tr>
<tr>
<td>7 Maintenance</td>
<td>(59,000)</td>
<td>416,058</td>
<td>581</td>
<td>494</td>
<td>374,323</td>
<td>41,735</td>
<td>89.97%</td>
</tr>
<tr>
<td>8 IT</td>
<td>12,118</td>
<td>102,186</td>
<td>1,484</td>
<td>104</td>
<td>62,767</td>
<td>39,419</td>
<td>61.42%</td>
</tr>
<tr>
<td>9 Media</td>
<td>(15,000)</td>
<td>384,897</td>
<td>3,516</td>
<td>8,234</td>
<td>372,636</td>
<td>12,261</td>
<td>96.81%</td>
</tr>
<tr>
<td>10 Community Partnerships</td>
<td>(12,000)</td>
<td>135,000</td>
<td>14,802</td>
<td>(1,338)</td>
<td>125,988</td>
<td>9,012</td>
<td>93.32%</td>
</tr>
<tr>
<td>11 Performing Arts</td>
<td>(6,000)</td>
<td>301,855</td>
<td>6,506</td>
<td>7,435</td>
<td>255,212</td>
<td>46,643</td>
<td>84.55%</td>
</tr>
<tr>
<td>12 Aquatics</td>
<td>(9,500)</td>
<td>68,300</td>
<td>1,166</td>
<td>1,086</td>
<td>57,775</td>
<td>10,525</td>
<td>84.59%</td>
</tr>
<tr>
<td>13 Leisure &amp; Learning (L&amp;L) Admin</td>
<td>6,664</td>
<td>1,933</td>
<td>275</td>
<td>6,291</td>
<td>373</td>
<td>94.40%</td>
<td></td>
</tr>
<tr>
<td>14 L&amp;L Fitness</td>
<td>20,237</td>
<td>(1,356)</td>
<td>229</td>
<td>12,554</td>
<td>7,683</td>
<td>62.04%</td>
<td></td>
</tr>
<tr>
<td>15 L&amp;L Teens/Family</td>
<td>(15,000)</td>
<td>127,605</td>
<td>163</td>
<td>444</td>
<td>68,235</td>
<td>59,370</td>
<td>53.47%</td>
</tr>
<tr>
<td>16 L&amp;L 55+</td>
<td>84,010</td>
<td>5,332</td>
<td>5,058</td>
<td>49,147</td>
<td>35,363</td>
<td>58.16%</td>
<td></td>
</tr>
<tr>
<td>17 L&amp;L Youth</td>
<td>(10,900)</td>
<td>126,715</td>
<td>1,369</td>
<td>(1,627)</td>
<td>86,214</td>
<td>40,501</td>
<td>68.04%</td>
</tr>
<tr>
<td>18 L&amp;L Adult</td>
<td>(3,150)</td>
<td>13,990</td>
<td>658</td>
<td>1,005</td>
<td>7,227</td>
<td>6,763</td>
<td>51.66%</td>
</tr>
<tr>
<td>19 Community Events</td>
<td>(1,500)</td>
<td>141,342</td>
<td>1,248</td>
<td>8,509</td>
<td>102,436</td>
<td>38,906</td>
<td>72.47%</td>
</tr>
<tr>
<td>20 Arts Education</td>
<td>(3,230)</td>
<td>82,787</td>
<td>1,854</td>
<td>1,998</td>
<td>51,629</td>
<td>31,158</td>
<td>62.36%</td>
</tr>
</tbody>
</table>

Total Operational Expenses: 0 2,951,142 68,304 58,543 2,210,830 740,312 74.91%
<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>Mar</th>
<th>Apr</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</td>
<td>(28)</td>
<td></td>
<td>3,708</td>
<td>643,292</td>
<td>0.57%</td>
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</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>
<td></td>
</tr>
<tr>
<td>RCC HW Enhancements C-000003</td>
<td>130,795</td>
<td>14,870</td>
<td>14,870</td>
<td>115,925</td>
<td>0.00%</td>
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<td></td>
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<tr>
<td>Theatre Enhancements C-000008</td>
<td>196,000</td>
<td>15,890</td>
<td>79,837</td>
<td>116,163</td>
<td>40.73%</td>
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<tr>
<td>RCC-Motor Control Panel CC-000012</td>
<td>63,745</td>
<td>59,722</td>
<td>4,023</td>
<td>93.69%</td>
<td></td>
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<tr>
<td>RCC-Rear Loading Dock CC-000013</td>
<td>76,052</td>
<td>66,515</td>
<td>9,537</td>
<td>87.46%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Capital Expenses</strong></td>
<td>1,143,592</td>
<td>-28</td>
<td>30,760</td>
<td>224,652</td>
<td>918,940</td>
<td>19.64%</td>
<td></td>
</tr>
<tr>
<td><strong>Total RCC Expenditures</strong></td>
<td>9,529,883</td>
<td>432,713</td>
<td>649,194</td>
<td>3,217,666</td>
<td>66.24%</td>
<td></td>
<td></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>
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<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>6,900,696</td>
<td>115,320</td>
<td>98.36%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Revenue Est. Loss</td>
<td>59,640</td>
<td></td>
<td></td>
<td>0.00%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>8,441</td>
<td>19,636</td>
<td>-11,195</td>
<td>232.63%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vending</td>
<td>1,616</td>
<td>1,594</td>
<td>22</td>
<td>98.65%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aquatics</td>
<td>325,814</td>
<td>294,240</td>
<td>31,574</td>
<td>90.31%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leisure and Learning</td>
<td>433,933</td>
<td>422,362</td>
<td>11,571</td>
<td>97.33%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental</td>
<td>149,921</td>
<td>194,177</td>
<td>-44,256</td>
<td>129.52%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arts and Events</td>
<td>282,046</td>
<td>371,025</td>
<td>-88,979</td>
<td>131.55%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>8,277,427</td>
<td>8,203,731</td>
<td>73,696</td>
<td>99.11%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Available</strong></td>
<td>14,226,101</td>
<td>14,152,405</td>
<td>73,696</td>
<td>99.48%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expenditures:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>5,435,149</td>
<td>3,876,735</td>
<td>1,558,414</td>
<td>71.33%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>2,951,142</td>
<td>2,210,830</td>
<td>740,312</td>
<td>74.91%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sub-Total Non-Capital Expenditures</strong></td>
<td>8,386,291</td>
<td>6,087,565</td>
<td>2,298,726</td>
<td>72.59%</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>2,116,166</td>
<td>-2,225,030</td>
<td>-1943.86%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Projects</td>
<td>1,143,592</td>
<td>224,652</td>
<td>918,940</td>
<td>19.64%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>9,529,883</td>
<td>6,312,217</td>
<td>3,217,666</td>
<td>66.24%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue less Total Expenses</td>
<td>-1,252,456</td>
<td>1,891,514</td>
<td>-3,143,970</td>
<td>-151.02%</td>
<td></td>
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</tr>
<tr>
<td><strong>Ending Fund Balance</strong></td>
<td>4,696,218</td>
<td>7,840,188</td>
<td></td>
<td>166.95%</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 2016 program and facility rental revenue collected during FY16 will be reversed at the end of June and recorded as FY17 revenue. As of 04/30/16 that value is $285,041. The revised FY16 program revenue cumulative shortfall of $59,640 was transferred to the Administration cost center. We anticipate further revenue shortfalls in Taxes and Programs that will total approximately $300,000 by the end of the fiscal year (this will be reflected in each program line with the year-end closeout report in July). Currently, the revenue totals are showing combined FY16 and FY17 revenue.

1. **Administration:** The Administration revenue includes tax, interest and facility rental revenues. Facility rental revenue is combined T-Mobile antenna and room rental revenue. We have collected 98% of tax revenue, 129.52% of estimated Facility Rental revenue (which also includes T-Mobile antenna revenue), 233% of estimated interest revenue, and 99% of vending revenue.

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

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

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

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

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

7. **Aquatics Classes/drop-in:** Year-to-date revenue represents daily gate fees, summer, fall, winter/spring program registration revenue, and initial FY17 summer program registration revenue.

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

9. **Fitness:** Year-to-date amount includes summer, fall, winter/spring program registration revenue, and initial FY17 summer program registration revenue.

10. **Teen/Family:** Year-to-date amount includes summer, fall, winter/spring, and summer FY17 camps program registration revenue. Most of this cost center's revenue is realized during the summer. Note that the amount of fee waiver participation in the Teen/Family summer camp program was significantly higher this summer than last summer. Fall program participation via fee waivers is also higher. This is likely a consequence of the presence of RCC programming in Langston Hughes Middle School in after school hours.

11. **55+:** Year-to-date amount includes summer, fall, winter/spring program registration revenue, and initial FY17 summer program registration revenue.

12. **Youth:** Year-to-date amount includes summer, fall, initial winter/spring, and summer FY17 camps program registration revenue. Most of this cost center's revenue is realized during the summer. Fee waiver participation in summer camp programs in 2015 was considerably higher than the prior year.

13. **Adult:** Year-to-date amount includes summer, fall, winter/spring program registration revenue, and initial FY17 summer program registration revenue.

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

15. **Arts Education:** Year-to-date amount includes summer, fall, winter/spring, and summer FY17 camps 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:** The revised personnel funding cumulative decrease of $204,437 was transferred to the Administration cost center and it is anticipated those savings will be returned to the fund balance at the closing of FY16. New vacancy in Teen/Family is partially offset by exempt pay. Performing Arts, Media, and Finance vacancies have been filled and new hires took effect in February and April. Current vacancies are in LL and Aquatics.

1. **Administration:** Administration’s allocated budget is typically under-spent; funding provides for OPEB costs.
2. **Booking:** Personnel costs are at the expected level.
3. **Comptroller:** Personnel costs are at the expected level.
4. **Customer Service:** Personnel costs are at the expected level.
5. **Facility Engineer:** Personnel costs are at the expected level.
6. **Maintenance:** Personnel costs are higher than expected due to additional coverage needs related to long term absences, holidays, and change of two P/T positions to full time employment.
7. **Information Technology:** Personnel costs are at the expected level.
8. **Media:** Personnel costs are at the expected level.
9. **Community Partnerships:** No personnel costs are anticipated in FY16.
10. **Performing Arts:** Personnel costs are at the expected level.
11. **Aquatics:** Personnel costs are at the expected level.
12. **Leisure and Learning Administration:** Personnel costs are at the expected level.
13. **Fitness:** Personnel costs are at the expected level.
14. **Teen/Family:** Personnel costs include summer camps’ labor costs which occurred in July and August.
15. **55+:** Personnel costs are at the expected levels.
16. **Youth:** Personnel costs include summer camps’ labor costs which occurred in July and August.
17. **Adult:** Personnel expenditures are at the expected levels.
18. **Community Events:** Personnel expenditures are at the expected levels.
19. **Arts Education:** Personnel expenditures include LARK/YAT summer labor costs which occurred in July and August.
**General Note:** Reservations for multiple months’ expenses are made at the beginning of the year; funds are spent down from them. The new format for our monthly expenditure report removes the “Encumbrances” column; the net effect of either stand-alone expenses or spending down reserved amounts is now shown in the column marked “YTD.” The revised operating budget allocations reflect a cumulative decrease in expenditures of $149,204 and are shown in the Administration cost center (total amount). That amount is projected to be returned to the fund balance at the closing of FY16. Hidden columns each month include activity (plus or minus) that has already occurred; the net in the remaining balance column includes prior month transactions.

1. **Administration:** Current month expenses are for training and equipment costs.
2. **Board:** Current month expenses are for the Leadership Fairfax and hospitality.
3. **Booking:** Current month expenses and reservations are for storage facility rental and piano repair costs.
4. **Comptroller/LA Lease/Admin:** Current month expenses and reservations include bank fees and office supplies costs.
5. **Customer Service:** Budget allocation is for office supplies.
6. **Facility Engineering:** Current month expenses and reservations include facilities repair and maintenance costs.
7. **Maintenance:** Current month expenses and reservations include utility costs, facilities maintenance, and supplies costs.
8. **IT:** Current month expenses are for supplies and cellular phone service billing.
9. **Media:** Current month expenses and reservations include printing and advertising costs.
10. **Community Partnerships:** Current month expenses and reservations are for partnerships’ program costs.
11. **Performing Arts:** Current month expenses and reservations include equipment, performers’ hospitality, program operating costs, and supply costs.
12. **Aquatics:** Current month expenses and reservations are for pool operating costs and training materials.
13. **Leisure and Learning Admin:** Current month expense is for program costs.
14. **Fitness:** Current month expense is for conference attendance costs.
15. **Teen/Family:** Current month expenses and reservations are for program delivery costs.
16. **55+:** Current month expenditures and reservations are for transportation and recreational activities.
17. **Youth:** Current month expenditures and reservations are for equipment rental, recreational activities costs, professional membership, and program supplies.
18. **Adult:** Current month expenditures and reservations are for program operating and program contract delivery costs, and supplies.
19. **Community Events:** Current month expenditures and reservations are for program supplies and equipment rental.
20. **Arts Ed:** Current month expenditures and reservations are for program delivery costs, equipment repair, and supplies.
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)
INTRODUCTION: Reston Community Center Strategic Plan 2016-2021

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

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

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

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

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

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

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

A. Facilities: GOAL

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

i. To conduct market surveys and feasibility studies to determine optimum facilities and facility functions that will serve a growing and changing community. RCC’s competitive context is becoming more complex and RCC facilities should be considered within increasing numbers of public and private options for recreation and cultural pursuits.

ii. To include existing users and community considerations as renovations and facility enhancements or new facilities are contemplated and implemented.

iii. To evaluate existing RCC facilities for their potential to meet market demands suitable to RCC’s mission and to maximize their utilization.

iv. To maintain and renovate existing RCC facilities in responsive approaches to community needs.

v. To incorporate and continuously update technology available to users that supports program and rental patron needs.

B. Building Community: GOAL

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

Objectives:

i. To coordinate efforts that assure Reston residents and businesses have broad knowledge of RCC programs and services and how those may appeal to employees and visitors.

ii. To identify and implement systems and resources that intersect with community initiatives that are supported by RCC’s mission and coordinated with our partners.

iii. To be particularly attentive to cultural, health and wellness concerns developing in the community.

iv. To reach out to new neighbors and under-served areas of the broader community with programs and services delivered where people are and to leverage those experiences to inspire these “micro-communities” to engage deeply with the broader community.

v. To support development of a community calendar of important event and activity dates in conjunction with our partners.

C. Programs: GOAL

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

Objectives:

i. To use market analysis/needs assessment results to inform programming design and decision-making.

ii. To preserve the broadest possible access to offerings.

iii. To develop a system to bring programming into neighborhoods and private settings such as multi-family dwellings and businesses.
iv. To balance services to neighborhoods within Reston with programming that brings the community together and fosters a sense of belonging to the community as a whole.

v. To explore the potential for RCC to sponsor intramural sports leagues for ages 12 and older.

D. Branding and Messaging: GOAL

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

Objectives:

i. To build on market and needs analysis results to target marketing to appropriate audiences.

ii. To highlight RCC’s strengths and positive impacts on community life.

iii. To increase awareness of RCC through external and internal branding and marketing strategies that reinforce a distinctly “RCC” image.

iv. To use all available platforms to communicate – including digital, multi-language, and traditional print.

v. To develop and deploy an “app” for RCC and Reston – to be used on the spur of the moment by residents, employees or visitors to participate or enroll.

vi. To coordinate RCC marketing across and among partner platforms.

vii. To ensure messaging consistently reflects our vision, mission and values.

E. Internal Capacity and Financial Planning: GOAL

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

Objectives:

i. To assure that equitable access and practices are principles applied to programs, services and facilities.

ii. To add tools, processes and systems approaches that are consistent with NRPA accreditation requirements to existing policies, procedures and governing documents where necessary.

iii. To employ user-friendly online enrollment and/or purchasing options.

iv. To develop and deploy easy-to-use feedback loops for programs and services evaluation.

v. To consider long-term facility-related demands and other relevant factors in financial planning for capital projects, core budget considerations and reserves management.

**METHODOLOGY**

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

**General Evaluation/Measurement Tools**
These data points are benchmarks that will be reflected in our budget documents and Annual Reports.

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

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

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

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

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

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

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

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

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

Internal Capacity and Financial Planning

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

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

CONCLUSION

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