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

AGENDA

Introductions/Recap of February 8 Meeting
• Around the room identify Board and Staff members
• February 8 Meeting Highlights – Handout: Meeting Summary

Strategic Plan Document
• Interim Plan – Leila Gordon
• Staff Analysis – Staff
• Board comments/questions – Board

Public Input
• Organizations: Three Minutes
• Individuals: One Minute

Next Steps
Present were:
- Bev Cosham
- Bill Bouie
- Lisa Sechrest-Ehrhardt
- Michelle Moyer
- Bill Keefe
- Gerald Zavala
- John Mendonça

Absent and Excused
- Bill Penniman
- Vicky Wingert

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

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

Bill K. introduced himself as chair of the Community Relations Committee. He added that Board and staff will be participating in tonight’s conversation, but will mostly be listening to ideas and suggestions. He noted that there are copies of the plan draft available at the check-in table; he encouraged everyone to review the details. He said that this meeting’s format will be a slight departure from previous years. In previous years, partners and our community members have joined us to share their experiences with RCC so that we can learn what is working and what more we could do for the community. We are still interested in hearing those thoughts in the context of tonight’s conversations or via e-mail, but we really want to engage in collaborative discussions where everyone present envisions what we will be doing and how things will work five years from now. The Board is seeking feedback on how we can prepare for the decade ahead of us.
February 8, 2016 Community Relations and Program/Policy Joint Committee Meeting

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

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

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

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

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

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

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

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

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

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

- Engage partners and the community in planning new facilities instead of leaving it to an outside group. Existing key stakeholders’ needs and thoughts should be carefully considered.
- Desire for cross-pollination of all groups using facilities; could be a draw to the community and economically advantageous for the wider community.
- Be more flexible with programming so that we can respond to changes in community’s needs (such as providing activities/programs on FCPS snow days).
- Make RCC facilities more accessible to those without transportation or convenient access.
- **All facilities should include flexible, multi-use space that accommodates all ages.**
  - State-of-the-art technology and training for anyone using that technology.
  - Soundproof rooms.
  - Retractable panels/curtains.
Consideration of the many different groups using the space.
Include more storage options.
Ample parking.
Make facilities (or parts of facilities) targeted to specific age groups:
  - Provide a place for teens to create and perform music.
  - Therapeutic/indoor play features to appeal to children, such as a soft play area.

Improve and enhance existing facilities:
- Reconstruct certain parts of the center so they are more accommodating of certain age groups.
- More visible presence of RCC from the Hunters Woods Plaza.
- Continue to improve and enhance the Community Room acoustics if new performing arts center is a few years away.
- Provide more comfortable chairs.
- Expansion of RCC facilities since they are already bursting at the seams.
- Pool should include customized programs and temperatures for the ages using it.
- Improve HVAC in Jo Ann Rose Gallery. (noise)
- Muffle woodshop noise so it doesn’t interfere with rehearsals.

Considerations for expansion outside of current facilities:
- Inflatable outdoor amphitheater/acoustic shell.
- Floating stage at Lake Anne.
- Partner with GRACE for space.
- Establish more of a presence at Reston Town Center (class space or meeting rooms).
- Redevelopment at LA has stopped and how does that affect RCC LA now? Is that an opportunity for us in the future?

Performing arts venue should include:
- A concert hall specifically designed for music and dance.
- Practice space.
- Soundproof rooms.
- Visual arts space.
- Concessions.
- Affordable, integrated arts programs.
- Ample parking.

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

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

### Programs

- TECHNOLOGY.
- Mobile app.
- Online options.
- Bring our programs to the community/offsite programming.
- Google Analytics to analyze website traffic and determine who our customers are.
- Reach out to the business community.
- Work with our partners to increase reach into the community.
- Convenience on demand.
- Technology to have virtual meetings (Leila noted that Skype meetings are prevented by the Virginia Freedom of Information Act at this time).
- Childcare during adult programs.
- Go to the schools to get their input.
- Use Ethics Day to connect with teens.
  - Survey LHMS teens and parents.
- Create Youth Advisory Board to have them develop their programs.
- Meetups (general and the arts).
- Focus on new media/new technology and trends that are on the cutting edge. Look ahead to what's coming. Do not fall behind the curve.
- Programs that would connect business and community with middle schools (career exploration/mentoring):
  - Suggestions: Camp employment-readiness programs for high school students, programs for veterans
- Special needs families' - programming, home school communities - programming, stress reduction.
- Non-profit orgs teach 3D printing to at-risk communities; Partner with similar organizations that offer that type of programming.
- Specific programming – adults and youth: stress reduction.
- Youth – tutoring, expanding visual arts and performing arts programming
- Being coordinating entity for youth sports programming. No central entity that coordinates registration for all of these. Would love to have a clearinghouse for community sports organizations.
- Re-start intramural programs; more community-based sports leagues (track, cycling, wrestling). Use high school students to coach middle school students.
- RCC-sponsored family night with exciting activities; rotate to each school. Use as a good opportunity to do a needs assessment.
More mentoring and tutoring programs to connect high school and elementary school students.
Shorten season promotional efforts so events can be planned more spontaneously.
Take classes and programs to the teens.
Community assessment should go on the road to get more input (family input).
More targeted film series (maker film series, similar to IPAR).
Take programs to businesses: lunch performances, yoga, use a floating stage at Lake Anne.
Reston Chorale/SLHS chorus partnerships.
Take programs related to current RCC programs to schools.
More salsa dancing (programs that bring diverse groups together).
Foreign language programs at elementary schools.
GRACE: space can provide more programming opportunities in the visual arts.
More contact with professional artists in communities.
Skills classes for teens.
Having classes that are typically given during the day also offered during the evening.
Gaming/creative dance/kickball/social hour.
Teen Task Force.
Affinity marketing: Find those pockets of niche kids (such as chess players) to help build community.

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

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

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

Public comment:
Lloyd Kinzer of the Reston Chorale noted that he thought the Community Building category meant literal facility construction and said that title may be somewhat confusing.
Laura Kowalski of Reston Association noted that RA enjoys and values its relationship with RCC and hopes to continue to work and collaborate together. This was an exciting session.

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

The meeting concluded at 8:15 p.m.

Additional Public Comment Provided Before/After the Meeting:

Nancy Boyd-Mattern, residency unconfirmed, provided the following comments on February 10:
As the vision for a new performing arts center continues and as a long-time resident of Reston, I hope that it will be used as a facility where our local dance, music and theatre performers/artists can put on exciting, quality performances throughout the year as well as regional and national performance groups. As a strong supporter of dance and how this particular art helps to meet the needs of our community as it educates, entertains and enriches the lives of the residents of Reston and the surrounding region, I desire that you see the need for its existence as part of and in planning for the uses of the new performing arts center.

Julia Reddick of the Reston Conservatory Ballet provided the following comments on February 10:
I am writing to you about the Reston Performing Arts Center and my deep desire for the Center to include facilities that are conducive to ballet and dance. My school, the Reston Conservatory was founded in 1972. Our goal has been to develop the individual student to the best of their individual ability while enhancing their joy of movement. With that I nurture the love of the arts, and of course dance. To that end I have had many students over the years (guess at a number) who have longed to attend the ballet but DC is too far to drive and too expensive to afford. I strongly believe that the community would benefit greatly if they had local access to a facility that could feed into the local love of the arts and in particular, dance. I stand by to work with you any way that I can and eagerly look forward to the new facility. We are fortunate to have such opportunities.

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

Beth Lavach, residency unconfirmed, submitted the following comments on February 17:
I am writing to urge you to include facilities that can incorporate ballet into the theatre. I grew up in CT and was fortunate enough to be raised by parents that have taught me the benefit of the arts-the opera, the ballet and theatre. When I moved to DC I moved my family out of the city and into Fairfax County. I have been surprised that there are very few theaters in this area that present dance.

Joshua Redford, President of Reston Community Players, submitted the following comments on behalf of RCP on February 25:
I was unable to attend the last Strategic Planning Committee Meeting for RCC but I was able to gather some information from our board members regarding plans to build a new theater. Below is a wish list that we would welcome in a new theater.

- Deeper wings for storage and manipulation of scenery
- No more than 500 seats with a balcony
- Prominent location with foot traffic - Many people don't even know where the CenterStage is currently located
- Orchestra pit to accommodate large orchestras
- Trap door on the stage
- Tracks on the stage for moving scenery
- 6” space between pipes to allow for more flying options
February 8, 2016 Community Relations and Program/Policy Joint Committee Meeting

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

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

(Response from Leila Gordon): Thank you for sending this information. It will be included in our public record of input to RCC’s strategic planning process. A new facility for music/dance/performing arts purposes is in the Reston Master Plan for the community’s future – and if/when the planning and development processes arise to realize the facility, there will be conversations about the specifications for it. These types of features would be considered in that framework.
INTRODUCTION: Reston Community Center Strategic Plan 2016-2021 – Engagement Document

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

- RCC will expand access to cultural and recreational amenities, programs and services.
- RCC will leverage the strength of RCC partnerships and collaborations with other Reston and 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 will incorporate goals and objectives in the following focus areas:

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

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

Facilities: GOAL

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

Potential Objectives:

- To conduct market and feasibility studies to determine optimum facility functions 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.
- To include existing users and community considerations as renovations and facility enhancements are contemplated and implemented.
- To evaluate existing RCC facilities for their potential to meet market demands suitable to RCC’s mission.
- To maintain and renovate existing RCC facilities in responsive approaches to community needs.
- To incorporate and continuously update technology in activity rooms that supports program and rental patron needs.

Community Ideas:

<table>
<thead>
<tr>
<th>Concessions</th>
<th>Integrated arts features</th>
<th>Rehearsal space</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teen specific +/- or All ages</td>
<td>Flexible H2O temps for all ages</td>
<td>Affordable</td>
</tr>
</tbody>
</table>
Higher external visibility | Flexible space configurations | Add levels to HW
---|---|---
Indoor play features | Soundproofing/acoustic improvements | Therapeutic Rec Space
Storage space | Partner space | Rock-climbing
Glass Studio

**Staff Inputs/Assessments**

- **Technological assets in all spaces:**
  - Should remain current and have replacement schedules.
  - Advance user know-how with training on equipment.
  - Communicate efficiently to patrons in public areas.

- Renovations should promote environmental goals.
- Existing facilities should be adapted with agility in mind as well as specialization so drop-in and program specialties can be incorporated such as play features, glass art/crafting, acoustical flexibility, co-locating, storage features.
- Aquatics renovations should incorporate technology that supports as much water temp flexibility as possible; and enhance air quality. Renovations might incorporate play features for family enjoyment; features that support therapeutic use of the water.

**OUT OF THE BOX: New facility space at Reston Town Center**

**Community Building: GOAL**

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

Potential Objectives:

- To coordinate efforts that assure Reston businesses have broad knowledge of RCC programs and services and how those may appeal to employees and visitors.
- To identify and implement systems and resources that intersect with community initiatives that are supported by RCC’s mission and coordinated with our partners.
- To be particularly attentive to cultural, health and wellness concerns developing in the community.
- To reach out to new neighbors and under-served areas of the broader community with programs and services delivered where people are and to leverage those experiences to inspire these “micro-communities” to engage more deeply with the broader community.
- To support development of a community calendar of important event and activity dates in conjunction with the Reston Marketing Initiative.

**Community Ideas:**

<table>
<thead>
<tr>
<th>Support transportation to/from RCC programs</th>
<th>Do more shared projects</th>
<th>Participate in Opportunity Neighborhood/Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish relationships with higher education institutions</td>
<td>Deepen relationships with schools, hospital, service orgs</td>
<td>Facilitate volunteerism</td>
</tr>
</tbody>
</table>

**Staff Inputs/Assessments**
- Where they are multi-year in nature, partner relationships should be formalized.
- Sustain RCC’s commitment to serving all ages and leisure-time pursuits; staff planning should seek opportunities to partner to achieve diversity of programs and services.

**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 the community’s cultural, recreational and leisure-time experiences.*

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

**Community Ideas**

<table>
<thead>
<tr>
<th>Leverage collective effort: Reston Marketing Initiative</th>
<th>Connect communications to businesses messaging</th>
<th>Have Metro-triggered alerts pushed out on RCC “app”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affinity marketing options for partners</td>
<td>Publicize “happy” testimonials about RCC</td>
<td>Promote interior facilities, e.g. the CenterStage, Terry L. Smith Aquatics Center, etc.</td>
</tr>
</tbody>
</table>

**Staff Inputs/Assessments**

- Connecting with and to partner information platforms and messages requires rigor and development of criteria and content templates.
- Expanding RCC branding and messaging to serve partners beyond current levels will require greater capacity in terms of planning and implementation.

**OUT OF THE BOX: New RCC logo/tagline.**

**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.*

Potential Objectives:
- To develop a model that is used to bring programming into neighborhoods and private settings such as multi-family dwellings and businesses.
- To use market analysis/needs assessment results to inform programming design and decision-making.
- To preserve the broadest possible access to offerings.
To balance services to small communities within Reston with programming that knits the entire community together and fosters a sense of belonging to the community as a whole.
To explore the potential for RCC to sponsor intramural sports leagues for ages 12 and older.

### Community Ideas

<table>
<thead>
<tr>
<th>Programs delivered at businesses</th>
<th>Young adult meet-ups for arts events</th>
<th>Businesses connected to schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-demand +/- or virtual programs</td>
<td>Certification programs</td>
<td>Iron Chef with SLHS culinary program</td>
</tr>
<tr>
<td>Programs for special needs children</td>
<td>Home school youth programs</td>
<td>Continue community dialogs about diversity and other issues</td>
</tr>
<tr>
<td>Stress reduction</td>
<td>Local family nights at Reston elementary schools; “cool” stuff to do</td>
<td>More arts offerings; GRACE; PTAS; new media</td>
</tr>
<tr>
<td>New trades, e.g. 3-D printing</td>
<td>Shorten season program planning cycle</td>
<td>Tutoring</td>
</tr>
</tbody>
</table>

### Internal Capacity and Financial Planning: GOAL

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

Potential Objectives:
- To assure that equitable access and practices are principles applied to programs, services and facilities.
- To add tools, processes and systems approaches that are consistent with NRPA accreditation requirements to existing policies, procedures and governing documents already in place.
- To employ user-friendly online enrollment and/or purchasing options.
- To develop and deploy easy-to-use feedback loops for programs and services evaluation.
- To consider long-term facility-related demands and other relevant factors in financial planning for Capital Projects, core budget considerations and reserves management.