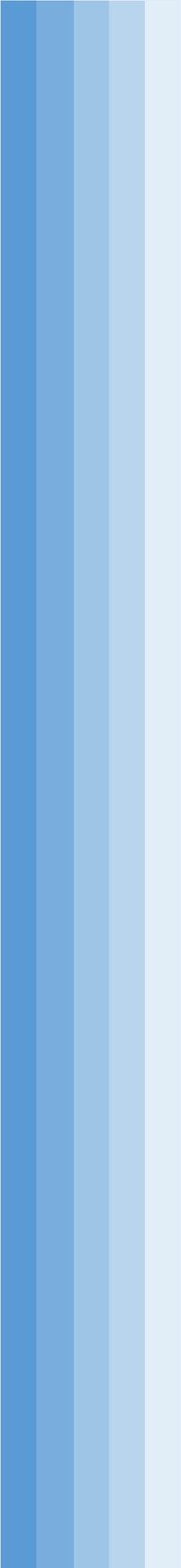


*Reston Community Center
Strategic Plan
2016 – 2021*

*Adopted by Reston Community Center's Board of Governors
June 6, 2016*





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.

Reston Community Center Strategic Plan 2016 – 2021

INTRODUCTION

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 ought to be informing the 2016 – 2021 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 2011 – 2016 plan, 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.

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:

- a. 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.
- b. To include existing users and community considerations as renovations and facility enhancements or new facilities are contemplated and implemented.
- c. To evaluate existing RCC facilities for their potential to meet market demands suitable to RCC's mission and to maximize their utilization.
- d. To maintain and renovate existing RCC facilities in responsive approaches to community needs.
- e. To incorporate and continuously update technology available to users that supports program and rental patron needs.

Update: January 2017

- Engagement planning for existing users and patrons launching in February 2017.
- Master Arts Plan Task Force: will conduct a comprehensive market and needs analysis consultant delivered study in 2017.

Update: January 2018

- Terry L. Smith Aquatics Center renovation project underway – community engagement, architect selection, project management in place. During 2018, planning, permitting, construction bidding. Projected start of construction: January 2019.
- Master Arts Plan Task Force – consultant for market study and needs analysis selected; planned time horizon to completion: six to nine months (January through September 2018).

Update: January 2019

- Aquatics renovation contractor selected: Branch & Associates.
- During renovation closure, Aquatics patrons will be accommodated by Herndon Community Center, Fairfax County/Reston YMCA and Reston Association; swim teams are relocated to Worldgate Sport & Health and Herndon Community Center. Reston Swim Team Association goes on practice hiatus during their winter season.
- Aquatics staff relocation and reassignment for January – October accomplished.
- Master Arts Plan Task Force – Consultant survey research complete; final report by March, 2019.
- Updated RCC Lake Anne entry – Including replacement of Jo Ann Rose Gallery doors with a wall resulting in newly added exhibit space, new audio-visual equipment and an updated digital marketing display system.
- Computer Classroom workstations/teaching system: replaced all 13 computers; installed a digital display system that includes integrated audio; updated software licenses.
- Replaced the CenterStage floor.

- Continued phases of LED lighting replacement project (work lights, house lights complete – phases of theatrical lighting underway).

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:

- 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.
- 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 deeply with the broader community.
- To support development of a community calendar of important event and activity dates in conjunction with our partners.

Update: January 2017

- Participating in Reston Marketing Initiative – March, 2017 deadline to resolve future of this undertaking.
- Sponsored the “RestON: Opportunity Neighborhood” Launch event in October 2016.
- If Reston Marketing Initiative folds efforts, prepare to stand up a Community Calendar as a function of RCC Community Building objectives.

Update: January 2018

- *Creative Connections* – introduced businesses/offsite locations to RCC offerings.
- Reston Opportunity Neighborhood (RestON) – RCC programming launched in neighborhood settings (Cedar Ridge, Southgate, and soon, Forest Edge Elementary School)
- RestON and the Region 3 Change Team – created inventory of school readiness and out-of-school-time (OST) providers.
- RCC Collaboration and Outreach department established – Reston Town Center programs offered in Kendra Scott and Scrawl Books retail stores.
- RCC Collaboration and Outreach director and team have met with more than one dozen property managers of residential complexes and are expanding outreach to local faith organizations to explore programming opportunities and the feasibility of scheduling programs in neighborhood-based, centrally located church sites.
- Reston Marketing Initiative – GRCC will focus on standing up a community calendar in 2018.

Update: January 2019

- *Creative Connections*: Continuing outreach to Reston Town Center businesses and area apartments – programs offered at Scrawl Books and the Harrison.
- Reston Opportunity Neighborhood (RestON) – Provided CPR and Beginning Sewing Classes at Cedar Ridge Community Center.
- After-school programs at Forest Edge and Dogwood elementary schools – Spanish Club, Fit and Fun Kids and Kid’s Yoga: 574 total participant visits.
- Collaboration and Outreach/Aquatics Department provided a “Lunch and Learn” with a presentation on water safety at Mountain View Alternative School. Will continue to work with the school on other programs to provide students information.
- Planned four RCC Fun Around Town events throughout the community – Family Zumba class in the Stonegate Community (50+ attendees), Ice Cream Social at St. Anne’s Episcopal Church (30 attendees), Community Block Party with Fairfax County Police at Crescent Community Center (50 attendees, 15 Police Officers) and a recreation opportunity at Cedar Ridge Community Center (canceled due to inclement weather).
- Designed and pitched a Women’s Empowerment program for a local corporation, Cooley LLC. Will continue to offer engagement with that company.
- Continued support of Neighborhood School Readiness Project by offering collateral at our pre-school drop-in events and by attending their quarterly meetings.
- Reston Marketing Initiative – Loss of staffing delayed GRCC implementation; will incorporate community calendar page in consideration of new RCC website FY20/FY21

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:

- a. To use market analysis/needs assessment results to inform programming design and decision-making.
- b. To preserve the broadest possible access to offerings.
- c. To develop a system to bring programming into neighborhoods and private settings such as multi-family dwellings and businesses.
- d. 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.
- e. To explore the potential for RCC to sponsor intramural sports leagues for ages 12 and older.

Update: January 2017

- Recreation and community capacity building needs analysis to be designed for delivery in 2017. Will investigate intersections feasible with Park Authority efforts related to indoor recreation facility planning for Reston and will seek differentiation from Reston Association efforts to date.
- Fee Waiver program expanded in 2016; individual limit increased to \$250; income eligibility thresholds increased.
- In 2016: Launched eLearning (5 enrollees in first 6 months, 2017 goal to increase to 30).
- Expanded Langston Hughes Middle School after-school drop-in programming (increased by adding cooking workshops, fashion sewing workshop, Zumba fitness in addition to the Game Day offering. September through December: 3,053 drop-in visits).
- October to December 2016: offered four Minecraft clubs at Dogwood Elementary School serving third through sixth graders. September through December: 269 visits).
- Sponsored purchase of a garden tiller for Dogwood Elementary outdoor education program.
- Sponsored a greenhouse for Terraset Elementary outdoor education program.
- Presented a Yoga Workshop for residents of Harbor Park. Well attended; will continue pursuit of similar offerings there.
- Outreach to Harrison and BLVD pending.
- Planning to coordinate program offerings with Cornerstones for their Youth Summer Series to be able to support their Cedar Ridge, Southgate, Crescent and South Glade communities.
- Continued support of the YMCA Reston Kids Triathlon; expanded connections to youth triathlons to include training sessions for Amy's Amigos in 2016.
- Expansion of summer concert series to add a new Sunday series at Reston Town Center and a Friday series at Reston Station at Wiehle-Reston East Metro station.

Update: January 2018

- Deferring survey/needs analysis to after Aquatics renovation completion.
- Launched "Lifelong Learning" approach to programming for all adults – well-received and achieving better enrollment overall for the combined offerings.
- RCC's eLearning enrollment continues; additional four enrollees in 2017. Though not reaching our target, this continues to deliver essentially cost-free revenue to RCC and provides a service to patrons.
- Continuing after school programs at Langston Hughes Middle and Dogwood Elementary – achieving more than 3,700 visits from students in 2017.
- Expanding after-school efforts to include new programs at Forest Edge Elementary starting January 2018.
- Second showing of *Screenagers* documentary in March 2017 in response to terrific feedback from the fall 2016 screening.
- Supported the Halloween family fun dates at both Cedar Ridge and Southgate Community Center in October 2017.
- Co-sponsored and coordinated Back 2 School Bash at SLHS – now incorporated in ongoing RestON efforts.
- Coordinated and hosted the fourth annual Reston Camp Expo; January 2017 (515 attendees) – now incorporated in ongoing RestON efforts.
- New community event – Mom & Baby Expo, planned for May 2018.
- Collaboration & Outreach department launched the Creative Connections program, which places unique workshops and programs in both residential and commercial settings.
- Expanded Reston Station and Shenandoah outdoor concert series.

- Pilots: arts offering for adults with disabilities; summer studio for documentary filmmaking (teens); fitness camp for children with developmental disabilities – launching in 2018.

Update: January 2019

- Needs analysis research, consultant processes to be conducted in 2019.
- Implemented therapeutic improvisational class through ArtStream; classes are averaging 10 individuals with disabilities.
- Implemented new visual arts speaker series with Greater Reston Arts Center that includes “Creative Response,” a dialogue with creative professionals on the current exhibition; “In Their Own Words,” a conversation with current exhibiting artists on their work; “Insights,” a dialogue with curators and directors of major art institutions discussing the work currently on display. Each of these averages 15-25 individuals in attendance at the GRACE Gallery.
- Implemented a “Mindfulness Painting” program at the Embry Rucker Community Shelter. Program has served (average) 4 participants each week and resulted in 3 individuals displaying their work in an RCC art exhibit.
- Implemented a new pilot program entitled “Lunchtime Concert Series in Reston Town Square Park” (four events in June and September featuring dance, a rock band, a theatre performance and a jazz vocalist) serving 236 patrons (theatre event was rained out). Planning is underway for 2019 with George Mason University as the content partner.
- Began using QR codes in order to capture more survey results from patrons attending community events; still tweaking.
- Expanded after-school programs at Forest Edge and Dogwood elementary schools. Will continue to add programs based on family interests.
- Continued after-school programs at Langston Hughes Middle School – over 2,500 participant visits.
- RCC eLearning had some new registration in 2018. Still not hitting our goals, but has no expense related to promoting the program.
- Continued co-sponsoring and committee involvement with Back 2 School Bash at South Lakes High School (Part of RestON program planning.) Attendance was 1,402.
- Participated in a Dogwood Elementary School “Back-to-School Day” event which was formerly their “Back-to-School Night” – was an opportunity to provide information about RCC programs; more than 400 people attended.
- Coordinated and hosted the fifth annual Reston Camp Expo in January for more than 480 people visiting with 29 vendors.
- Held the first Reston Baby Expo in May 2018 – 123 attendees.
- South Lakes High School Teen Job Fair – worked with the school’s career center to provide information on area employment – more than 200 students attended. Will continue to work with this program.

BRANDING & 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:

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

- b. To highlight RCC’s strengths and positive impacts on community life.
- c. To increase awareness of RCC through external and internal branding and marketing strategies that reinforce a distinctly “RCC” image.
- d. To use all available platforms to communicate – including digital, multi-language and traditional print.
- e. 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.
- f. To coordinate RCC marketing across and among partner platforms.
- g. To ensure messaging consistently reflects our vision, mission and values.

Update: January 2017

- Continuing to evaluate and refine existing print publications.
- Expanded social media outreach; continue efforts to use social media to launch communication products (2016: two monthly e-newsletters).
- Evaluating CMS for current website; possible transition to WordPress.
- Expansion of social media and digital outreach; increase in digital media relationships (e.g., Viva Reston, Reston Now, Reston Patch).

Update: January 2018

- Provided editorial content to Reston publications that demonstrate RCC’s vision, mission and values; Viva Reston; Reston Lifestyles; etc.
- Redesigned print publications to reflect Leisure and Learning changes (no 55+, new Lifelong Learning, Youth incorporating Teen/Family offerings) while reducing page count. This effort helps to minimize print and postage costs.
- Launched *PLAY* e-newsletter for youth 12 years and younger in April 2017.
- Social Media strategies:
 - More deliberate in linking fact-based evidence with our programs.
 - Sharing of current headlines/stories/studies to demonstrate that RCC and its staff are recreation professionals and thought leaders in their field.
 - Expansion of real-time and post-event social media presence.
 - RCC “Celebrates [holiday/”Hallmark” days]!” posts; built on natural audiences for holidays, occasions.
 - Better coordination with partners – sharing and re-posting their content when we are sponsors.
 - Facebook: Average non-profit engagement is 4.5%; our sample average is 4.7%; we have 2,347 “followers” and have greatly improved our organic reach through rigorous pre, near, real-time, and post-event posting as well as tagging and sharing with partners and content providers.
 - Twitter: Average non-profit engagement is 1.6%; our average is .8%; currently have 1,002 followers.
 - Instagram: Average for non-profit pages is 2.29%; our average is 5.35%; we currently have 466 followers after launching our presence in February 2017.

Update: January 2019

- Began highlighting RCC’s strengths and positive impacts on community life through published fact-based evidence: weekly social media thought-leader posts continued.

- Maximized online tools (e.g. Facebook Boost, Instagram add-ons such as Countdown Clock, Snapchat geotagging and filter features) to reach specific demographic groups.
- Acquired a digital display monitor and in process with acquiring applicable cloud-based software to enhance onsite communications at RCC Lake Anne.
- Social Media:
 - Expanded real-time and post-event social media presence.
 - Leveraged Fairfax County's newly launched Spanish-speaking radio station to communicate about RCC programs and events in Spanish.
 - Continued coordination with partners – Tagging, sharing and re-posting content. Leveraged Facebook Events Calendar function to expand reach with partners.
 - Continued use of Constant Contact to send email messages and three monthly e-newsletters to more than 14,000 contacts.
 - Facebook: we have 2,737 “followers” and have greatly improved our organic reach through rigorous pre, near, real-time, and post-event posting as well as tagging and sharing with partners and content providers.
 - Twitter: We currently have 1,170 followers.
 - Instagram: Launched in February 2017; we currently have 1,053 followers; 72% of whom are women. Our largest age group: 25-34. Our Instagram reach has been built on natural audiences for holidays and occasions.

INTERNAL CAPACITY & 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:

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

Update: January 2017

- Adopted new Fee Waiver program practices.
- Accreditation efforts underway; staff to attend NRPA workshop in February 2017 (coordinated via Park Authority). Employee Manual draft in progress.
- RecTrac upgrade scheduled in February 2017. Achieved new gateway processing contract in 2016.
- Refinement of Capital Project and Reserves strategies in January 2017.

Update: January 2018

- Accreditation team progress: establishment of Knowledge Owl web location for documentation, Operating Guidance Memoranda in progress, Board review of OGMs in spring 2018.
- RecTrac upgraded. Exploring potential for use as publication platform.
- Capital project and reserves management strategies established to support TLS Aquatics Center renovation project.
- Agency audit completed in 2017 by Fairfax County Internal Audit team. Recommendations made and implemented to update practices in purchasing, time keeping and PCI Compliance (credit card security). Created current and compliant Operating Guidance Memorandum for financial practices related to billing and reconciliation.

Update: January 2019

- Established a Board of Governors Ad Hoc Accreditation Committee to review collected draft Operating Guidance Memoranda (OGM) for policy-related areas.
- RecTrac upgrade complete; publishing module acquired – launching with Summer Program Guide 2019.
- Capital Project/Capital Maintenance planning tool implemented.
- Compliance calendar established for Financial OGM operation; Booking & Reconciliation Specialist position established and filled.

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 report 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.

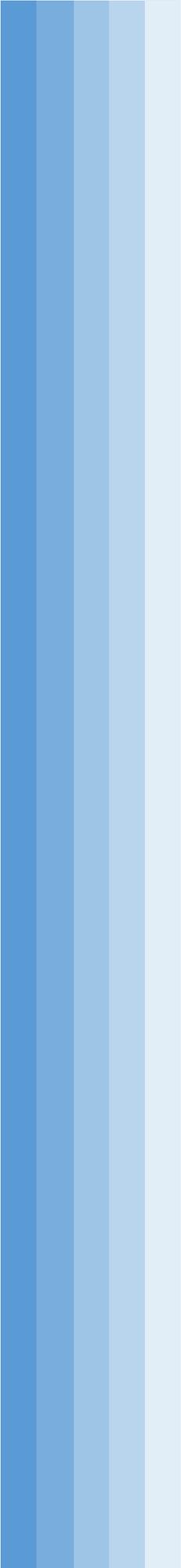
General Evaluation/Measurement Tools

These data points are benchmarks that will be reflected in our budget documents and Annual Reports.

- a. Participation and Program Highlights
- b. Customer Satisfaction Surveys – Programs and Services
- c. Cost Recovery
- d. 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:

- 
- a. Market surveys and feasibility studies are completed (addressing both recreational and cultural/arts environments). Results are shared with the community and stakeholders.
 - b. 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:

- a. Participation in RCC programs and services by the community, particularly Reston employees, is increased.
- b. RCC outreach to various Reston neighborhoods is established.
- c. 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:

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

Branding and Messaging

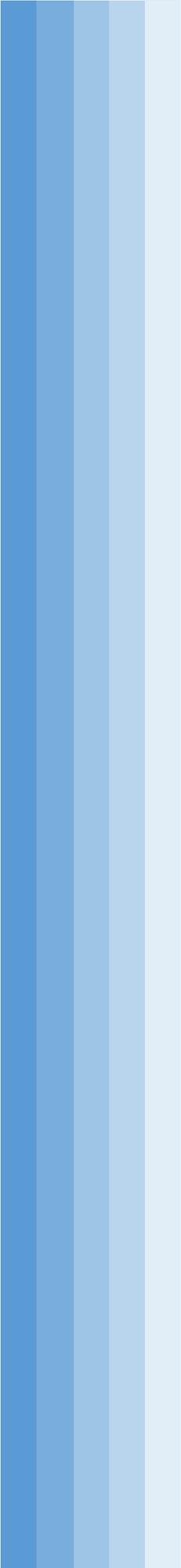
Outcomes to be measured with respect to “Branding and Messaging” Goals and Objectives include:

- a. Communication platforms expand and feature new inclusion strategies such as use of non-English language formats.
- b. RCC has communications strategy agreements with its partners.
- c. 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:

- a. RCC is NRPA accredited.
- b. Online transactions comprise a significant level of enrollment and other purchasing.

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- c. 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!