



**SUMMARY OF MINUTES  
RESTON COMMUNITY CENTER  
BOARD OF GOVERNORS MEETING  
September 10, 2012**

**Present:**

- Beverly Cosham, Chair
- Bill Bouie
- Carol Ann Bradley
- John Gasson
- Cathy Vivona
- Roger Lowen
- Bill Keefe
- Vicky Wingert
- Bill Penniman

**Staff:**

- Leila Gordon, Executive Director
- Kristin Terrill, Public Information Officer

The Chair called the meeting to order at 8:32 p.m.

**Approval of the Agenda:**

Beverly Cosham, Chair

**MOTION #1:**

Cathy moved that the Agenda be approved as written. Carol Ann seconded the motion. The motion passed unanimously.

**Approval of the July 2, 2012 Board Minutes:**

Beverly Cosham, Chair

**MOTION #2:**

Bill B. moved that the Board approve the July 2, 2012 Board Minutes. Roger seconded the motion. The motion was passed with all Board members approving except John, who abstained as he was not present at the July 2 meeting.

**Approval of the July 2, 2012 Board Actions:**

Beverly Cosham, Chair

**MOTION #3:**

Bill B. moved that the Board approve the July 2, 2012 Board Actions. Carol Ann seconded the motion. The motion was passed with all Board members approving except John, who abstained as he was not present at the July 2 meeting.

**Chair's Remarks:**

Beverly noted that she loves autumn, although she has recently been caught away from home in two major storms. She was driving during the derecho storm over the summer, and this past weekend she was grocery shopping during the storm with high winds that resulted in a lot of damage in Reston.

**Introduction of Visitors**

There were no visitors.

**Board Member Input on Activities Attended:**

John has been on business travel and has been busy working with IPAR. IPAR's annual reception is coming up in mid-November. IPAR's casino night originally planned for September has been moved to April 2013.

Bill K. is still working with the Reston Master Plan Special Study Task Force. He also attended the community cookout at Ridge Heights pool in August. He enjoyed the cookout and expressed enthusiasm for more events like that in the future.

Cathy viewed and enjoyed the recent art exhibit *The Beauty of the World*, which featured works by students at the US Arts Center in Chantilly. She is participating in the Reston Interfaith Walk to Help the Homeless program.

Bill B. has been busy with IPAR and the Park Authority budget process. He also gave remarks at the Reston Kids Triathlon and noted that the event was fantastic and is growing enough to need a bigger venue in the future. Cathy said she happened to see a triathlon participant whose chain came off his bike simply pull over, get it fixed and get back in the competition. Bill B. said one eight-year-old participant completed the entire triathlon before some of the other participants had even started swimming. Beverly noted that one little girl said she learned to swim and ride a bike just for the triathlon. The participants were all very enthusiastic and it was a great event. Bill B. also noted the upcoming official opening of the Lake Fairfax Skate Park.

Bill P. attended the woodworking woodshop at RCC this past weekend, which featured a nationally known woodworker. The presentation and workshop were very well received by all participants. He also started some new classes and is still working with the Reston Master Plan Special Study Task Force.

Vicky noted that the Reston Museum is working with IPAR on a new exhibit, "The Art of Community," about Reston's public art, to open this Saturday. A documentary will be shown in the Jo Ann Rose Gallery at RCC Lake Anne at 4:00 p.m., and a reception for the exhibit will take place at 5:00 p.m.

Roger missed the Reston Kids Triathlon but volunteered for the Reston Triathlon and helped register participants. It was a very successful event. Roger has been away in Hawaii helping his daughter with her campaign for election to the Hawaii House of Delegates. He met with RCC staff briefly about the Preference Poll and is confident that everything is well organized for that process. He reminded all that Preference Poll candidate registration is open until Friday, September 14.

Carol participated in RCC's Walk to Help the Homeless last Thursday. She is on Reston Interfaith's Walk to Help the Homeless committee. This summer she worked at Hutchison Elementary School as a volunteer with the first grade students. They organized a walk with 80 students, which took place inside the school due to inclement weather. Carol has also submitted two pieces of art for the *Art Mirrors Culture* multicultural art exhibit at Lake Anne.

Beverly went to the recent dedication of the community garden. She also attended the Reston Kids Triathlon. She participated with a group from the Reston Chorale and Reston Community Orchestra in looking at ways to tweak the sound quality in the Community Room for their performances. She participated in a series of plays involving people with disabilities at the Kennedy Center for their Very Special Arts program. Her husband was very happy to get into a watercolor class as he has tried to register in the past and has had bad luck with our "lottery" system. She and her husband went to

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Maine over the summer. On September 20 Beverly will be appearing in an OLLI Meet the Artist series performance at RCC.

**September 10, 2012 Long Range Planning Committee Report:**

Bill Bouie stated that the Long Range Planning Committee met earlier this evening before this meeting. The committee reviewed the 2014 budget submission documents and the RCC Board policy framework drafted following a review of policies completed by Leila and Cathy.

The draft framework was created to consolidate the Board's policies in the areas of governance, finance, programs and services, and the Executive Director, and to ensure consistency in all areas with RCC's Memorandum of Understanding with Fairfax County and its By-Laws. In addition, a policy manual can be created and made available to patrons covering user issues.

Committee members reviewed the draft framework. They supported the idea of the framework and policy manual for patrons, and suggested some editorial changes to the framework.

They accepted the policy framework as amended to consolidate RCC's policies in the areas of governance, finance, programs and services, and the Executive Director. The policy framework shall supersede any and all prior policy statements in the historical record of the Board of Governors. Committee members agreed that a User Manual would contain all the policies and procedures relevant to patrons and that the staff will draft that Manual and provide it to the Board for review prior to publishing it.

**MOTION #4:**

Cathy moved that the Board approve the FY 2014 Budget Transmittal Memoranda as submitted in the Long Range Planning Committee. Bill P. seconded the motion. The motion passed unanimously.

**MOTION #5:**

Cathy moved that the Board accept the proposed policy framework as amended in the Long Range Planning Committee meeting to consolidate RCC's policies in the areas of governance, finance, programs and services, and the Executive Director, and that the policy framework shall supersede any and all prior policy statements in the historical record of the Board of Governors. Bill B. seconded the motion. The motion passed unanimously.

**MOTION #6:**

Bill B. moved that the Board approve the September 10, 2012 Long Range Planning Committee Report. Roger seconded the motion. The motion passed unanimously. See amended report to the Committee attached.

**Executive Director's Report:**

See attached report.

**Old Business:**

There was no old business.

**New Business:**

There was no new business.

Beverly reminded Board members that candidates have until September 14 to register for the RCC Preference Poll. The Candidates Orientation will be held on Thursday, September 13 at 7:30 p.m. and the Candidates Forum will be held on Wednesday, September 19 at 7:00 p.m. The first meeting of the new Board following the Preference Poll will be held on Monday, November 5.

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**MOTION #7:**

Bill P. moved that the meeting be adjourned. John seconded the motion. The motion passed unanimously.

The Chair adjourned the meeting at 9:04 p.m.



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Bill Penniman,  
Board Secretary

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September 27, 2012

Date

**BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON SEPTEMBER 10, 2012**

- 12-0910-1 Bd That the Board approve the agenda.**
- 12-0910-2 Bd That the Board approve the July 2, 2012 Board minutes.**
- 12-0910-3 Bd That the Board approve the July 2, 2012 Board actions.**
- 12-0910-4 Bd That the Board agree to submit RCC's 2014 budget submission as presented in the Board package, to be signed by the Executive Director and Board Chair.**
- 12-0910-5 Bd That the Board accept the policy framework as discussed and amended in the Long Range Planning Committee meeting to consolidate RCC's policies in the areas of governance, finance, programs and services, and the Executive Director, and that the policy framework as edited shall supersede any and all prior policy statements in the historical record of the Board of Governors.**
- 12-0910-6 Bd That the Board approve the September 10, 2012 Long Range Planning Committee Report.**
- 12-0910-7 Bd That the meeting be adjourned.**



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Bill Penniman,  
Board Secretary

September 27, 2012  
Date



## Reston Community Center Policy Review Report

**To:** RCC Board of Governors

**From:** Cathy Vivona  
Leila Gordon

**Date:** September 10, 2012

### Background

The Board of Governors has accumulated 30-plus years of various approaches and decisions regarding policy development for RCC programs, services and operations. During this time, RCC was established as a stand-alone Fairfax County agency and has developed several iterations of its Memorandum of Understanding with Fairfax County and its Bylaws. Fairfax County Government has similarly undergone many changes in policies in addition to operational procedures. Our recommendations are based on the need to craft a thorough updating of RCC policies to support the Board's ability to represent its vision and mission to the public within a policy framework and to make RCC's policy framework clear and consistent with current governing documents and requirements. Our approach recommends that by creating updated Board policies and publishing a separate booklet that functions as a patron policy manual for operational purposes, we will clarify the Board, Staff and County roles.

### Method

We reviewed the existing compilation of policies as culled from the Board records. An annotated copy of that compilation is attached with this report. (Printed copies will not be handed out at our meeting in the interests of saving the paper.)

## **Board Policy Statement Recommendations**

### GOVERNANCE

For ease of understanding and to assure that the appropriate oversight/governing documents are referenced in decision-making, we recommend the following:

1. That the policy guidance for all Board of Governors actions and conduct should be:

**Reston Community Center's Board of Governors shall at all times conduct itself and take actions that are consistent with the current Memorandum of Understanding with Fairfax County Government and the Board of Governors By-Laws.**

These two documents provide the framework for all the current governance issues including the Board's role, scope of its work, rules for its conduct and so on. They would serve as the starting point of any change in governance and staff/community relations functions.

2. That the policy guidance for all staff and volunteer support for Reston Community Center should be:

**Reston Community Center's Executive Director serves at the pleasure of the Board of Governors and functions as the Agency Head. All Reston Community Center employees and volunteers shall at all times conduct themselves and the RCC's business in a manner consistent with the policies and procedures of Fairfax County Government. RCC and Fairfax County policies and procedures govern how RCC employees conduct agency business, as well as how patrons are treated. They are routinely reviewed and updated at the Fairfax County Government and RCC and Board levels.**

This provides for ease of reference and use of the most current applicable HR and Finance regulations and systems.

### FINANCE

There are a number of policy directives that relate to utilization of RCC resources that are not covered in the Memorandum of Understanding, By-Laws or by direction of Fairfax County regulations. These are:

1. The 25/75 relationship between user-generated revenue and tax revenues. There are a number of varying statements and clarifications of this that have been established through the years. We propose to clarify and restate the current policy in effect:

**Internally generated revenues shall account for no more than twenty-five percent (25%) of the expenses of the Reston Community Center. The balance of expenses shall be offset through tax revenues, interest and/or utilization of Managed Reserve funds as directed by the Board.**

2. A number of prior Board policies relate to management of Center expenditures, assets, capital project management, and so on, and are superseded by the application of current Fairfax County asset management and purchasing regulations and requirements, covered by the GOVERNANCE policy above. These replace past policy statements regarding fixed asset management, inventory management, replacement or acquisition of equipment/systems and so on. Funding of Capital Projects at the direction of the Board is discussed and addressed from a policy perspective in the MOU and By-Laws.
3. The establishment of and method of allocations to Managed Reserve Funds; current policy is and we recommend should be stated as:

**Reston Community Center complies with Fairfax County Government budgeting requirements. To appropriately manage resources for future needs, RCC has established Managed Reserves. These reserve funds shall be allocated to four categories: 1) Maintenance Reserves equal to 12% of total projected annual revenues; 2) Feasibility Study Reserves equal to 2% of total annual revenues; 3) Capital Project Reserves of up to \$3 million and the balance in 4) Economic and Program Contingency Reserves.**

4. Regular updates to fees for facility rentals, services to community arts renters that involve collection of fees on their behalf, how non-Reston fees are to be assessed for Aquatics access, and similar issues. Our recommendation is that broad policy guidance should be established that provides a framework for staff to make pricing decisions, and to present rationales to the Board for changes in rental fees and similar high-profile fee structures without necessarily creating a new "policy" in doing so. We recommend a Board/Staff financial role policy that should be stated as:

**Reston Community Center pricing, fee structures for facility rentals, and procedures for refunds, discounts, and similar financial issues shall be consistent with the mission and purpose of RCC and Fairfax County government and similar agencies' practices. RCC staff shall conduct regular reviews of pricing for facility rentals, programs and services, and make recommendations to the Board of Governors for major changes to existing RCC fees. Reston qualified users shall be those people living and/or working within the boundaries of small district number 5 and members of their immediate family who reside with them. Reston qualified patrons shall have a period of priority access to registered programs, CenterStage Professional Touring Artist series ticketing, and the annual opening of facility rentals to patrons and organizations. Non-Reston users of RCC programs, services and facilities shall be charged higher rates than Reston users. The use and pricing procedures applicable to both Reston and Non-Reston users shall be detailed in a User Manual.**

5. The establishment of a Fee Waiver program to facilitate full economic access to RCC programs and services. Over the years, the amount allocated to individuals, families and for summer youth programs, has changed with staff recommendations to the Board. In 2010, the Board determined a number of issues would guide the delivery of the Fee Waiver program. That policy is reiterated and should be stated as:

**Reston Community Center provides a Fee Waiver program to permit access to all Reston-qualified individuals to programs and services offered by RCC and administered with equitable standards of qualification based on Federal poverty guidelines. The program shall be offered with allocations on an individual and/or family basis of a prescribed and published fee waiver amount to permit broad choice on the part of qualified participants and full access, in particular, to summer youth program opportunities. Utilization of the fee program resources shall be documented as a function of regular Board Finance Committee reporting and in the RCC Annual Report.**

#### PROGRAMS AND SERVICES

There are two broad categories in the historical record of Board decisions involving programs and services.

1. The first area involves Board decisions that are focused on the user and how they are able to access programs or services, how they are expected to conduct themselves, how they are to regard their risk/liability when participating in RCC programs, and similar issues that could be collected in the "What Every RCC Patron Should Know" User Manual for RCC patrons. These types of issues should be treated in this separate document for all patrons and/or organizations to access and/or to view online and then they would be expected to accept the responsibility of compliance with those aspects that pertain to their interactions with RCC. The Board policy regarding that should be:

**Reston Community Center makes available to patrons and users documentation of their rights, responsibilities and the legal, procedural and process requirements that govern their interaction with RCC. RCC's User Manual, prepared and maintained by the staff, shall cover use of RCC facilities and/or resources, participation in programs, obtaining RCC services, and any other aspect of interaction with RCC that is relevant to the user experience. RCC practices shall be consistent with the agency mission, vision, values and purpose as well as all applicable law and regulations.**

2. The second is more germane to the policy area of Board oversight that directs the programs and/or services of RCC with respect to fulfilling its mission and purpose. There are a number of statements that address efforts to articulate our programming and/or services criteria over the years. We suggest a comprehensive policy that states:

**Reston Community Center programs and services shall be consistent with its mission, vision, values and purpose, providing for diverse interests and perspectives. RCC programs and services shall be responsive to community concerns with which its mission and purpose intersect. Programs and services shall be delivered in ways that maximize the impact of RCC resources. Reston Community Center shall review programs and services regularly in a manner consistent with its governance policies as outlined in the Memorandum of Understanding and By-Laws and as directed by the Board of Governors Strategic Plan.**

#### EXECUTIVE DIRECTOR

There are two areas of Board direction with respect to policy regarding the Executive Director contract, "Residency" and "Termination." There are two additional areas we recommend be addressed via policy statements: the approval process for a new Executive Director, and allowing Board input to the Chair regarding the annual performance review.

1. The RCC MOU and By-Laws provide for the establishment of a Selection Committee in the event that the Board of Governors seeks a new Executive Director. However, there is no explicit direction in either document that requires the Board approval of the recommendation of the Selection Committee. Therefore we propose the following policy statement:

**Reston Community Center's Board of Governors shall be presented with the recommendation of its Selection Committee when seeking a new Executive Director. The selection of the Executive Director shall be made by simple majority vote of the Board of Governors. Execution of the contract agreement shall be accomplished by the Chairperson in accord with provisions of the MOU and By-Laws and Fairfax County Department of Human Resources.**

2. The RCC MOU and By-Laws are silent on the issue of how the annual review of the Executive Director's performance is conducted. Fairfax County Department of Human Resources provides for a standard template to be used to evaluate all Agency Heads. This template is to be completed by the Chairperson of the Board of Governors who acts as the Executive Director's supervisor on behalf of the Board. To allow for input to the evaluation process, the following policy is established:

**Reston Community Center's Board of Governors members shall be consulted by the Chairperson of the Board for their input when the annual evaluation of the Executive Director is conducted.**

3. Termination. The current policy statement is that termination may only be made after approval by a simple majority vote of the Board. That and a reference to the employment contract should be included:

**Termination of the employment contract for the Executive Director shall be consistent with that contract's terms and only after approval by a simple majority vote of the Board.**

Next Steps:

- Board review and approval.
- Staff compilation of the User Manual with Board review and approval.
- Publication of both the Board Policy Framework and User Manual.

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# RESTON COMMUNITY CENTER



## Executive Director's Report July-August, 2012

### **Administration**

#### *Capital Projects/Maintenance Highlights*

- Natural gas piping completed.
- Automatic door openers installed at CenterStage Lobby restrooms for patron ease until family ADA restroom is completed.
- ADA family restroom: drawings complete, construction Invitation for Bid (IFB) in progress.
- RCC Hunters Woods front door hinges all replaced.
- CenterStage Lobby carpet replaced.
- Executive Director office refurnished and repainted.
- Emergency lighting installed in Woodworking Shop.
- Both facilities deep cleaned (carpets, floors, windows, sidewalks); touch-up or repainting.
- Terry L. Smith Aquatics Center annual maintenance projects included locker room floor drains hydro-jet cleaning of pipelines; ladies locker room pipe leak repaired; ladies locker room steel bases on shower partitions replaced; hot water pipe to spa repaired and improved.

#### *Human Resources Highlights*

- 48 new hires or re-hires were processed for summer 2012.
- 219 employees delivered 40,000 hours of payroll via processing in the new HCM software that was deployed effective June 16.

#### *Media Highlights*

- RCC Social media, Facebook and Twitter, launched successfully.
- A Partner/Sponsor Toolkit was developed to assure our partners use our current logo and tag line, have a good list of expectations for shared marketing efforts, and know our tools for disseminating event information for those activities we are jointly undertaking.
- RCC web site redesign Request for Proposals (RFP) successfully completed; new web site redesign contract negotiated and executed with target kickoff of joint efforts on September 20.
- Online registration education campaign, *Get Clickin'*, developed; materials designed and printed; launch date week of September 17.

### **Programs**

#### *Aquatics Highlights*

- Daily visits increased by 757 over last summer (9,068 versus 8,311).
- Enrollments consistent; 659 this summer versus last summer's 657 and 331 waitlisted patrons this summer versus last summer's 345.

#### *Arts and Events Highlights*

- Take A Break Concert Series at Lake Anne Plaza's most popular artists were rockabilly group Four Star Combo, Celtic group IONA, Uptown Vocal Jazz Quartet and Chris Vadala Band playing be-bop jazz.
- Family Fun Series at Reston Town Center favorites were Blue Sky Puppet Theatre, and Rocknoceros.

- Community Cookouts took place at Hunters Woods Pool in July and Lake Newport Pool in August (joint offering with Reston Association.)
- Two new collaborative programs with RA this summer: June “School’s Out Luau” event with roasted pig and Northern Virginia Ukulele Ensemble; August “Back to School Party” at Ridge Heights Pool (Dogwood originally before revised construction schedule) which included food and entertainment and both were extremely well-received and attended.
- Arts Education: expanded patron spaces in LARK to 120 participants with 309 guests at the LARK Openings; maximum enrollment of 75 YAT participants had 708 total audience members at their productions.
- CenterStage/Community Room maintenance highlights: new HD projector/Blu Ray DVD player; replaced mid-stage traveler and cyclorama curtains; reconfigured sound system components in CR to support Reston Chorale. Box Office online patrons can now specify handicap accessible seating or front row seating.

#### *Leisure and Learning Highlights*

- 211 Overall offerings with 2,900 participants.
- Including LARK and YAT, summer camp programs numbered 90 different offerings with 8 weeks of after camp program “Zen Zone”; in total 1,346 openings were available and total enrollment was 1,277 (95% enrollment.)
- 215 Zen Zone participant slots were filled.
- JASON Project science camp enrollment doubled from 25 to 50 for each camp; many participants were in both morning and afternoon sessions, but 72 individual children were served in the program.

#### **Executive Director**

Major efforts for the past two months included:

- Work on RCC web site redesign RFP and vendor selection, contract negotiation.
- Meetings for the Fairfax County Master Arts Plan Task Force as co-Chair.
- Meetings for Initiative for Public Art – Reston; Reston Town Center project, Memorial Garden of Reflection, and others.
- Work on The Reston Story [working title] documentary film about Reston project.
- RCC Board of Governors Policy Review.
- RCC Hunters Woods site analysis by Wetland Studies and Solutions, Inc. proposal, review, purchasing issues.