8:00 – Call to Order

8:01 – Approval of Agenda

8:02 – Approval of Minutes and Board Actions

- Approval of March 4, 2019 Board Minutes
  (As Reviewed and Approved by the Board Secretary)

- Approval of March 4, 2019 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 Reports

- March 4 Finance Committee Meeting
  Paul Thomas, Committee Chair

- March 11 CRPP Meeting
  Michelle Moyer, Committee Chair

8:25 – Approval of Committee Reports

8:27 – Board Member Input on Activities Attended

8:37 – Executive Director’s Reports

8:42 – Old Business

8:46 – New Business

8:50 – Adjournment

Reminders:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best of Reston Awards</td>
<td>April 4</td>
<td>6:00 p.m.</td>
</tr>
<tr>
<td>LFI Board of Supervisors Breakfast</td>
<td>April 5</td>
<td>8:00 a.m.</td>
</tr>
<tr>
<td>Founder’s Day</td>
<td>April 6</td>
<td>12:00 p.m.</td>
</tr>
<tr>
<td>Volunteer Luncheon</td>
<td>April 7</td>
<td>1:30 p.m.</td>
</tr>
</tbody>
</table>
SUMMARY OF MINUTES
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS MEETING
MARCH 4, 2019, 8:00 p.m.

Present:
• Beverly Cosham, Chair
• Bill Bouie
• Lisa Sechrest-Ehrhardt
• Michelle Moyer
• Vicky Wingert
• Paul D. Thomas
• Dick Stillson
• Bill Penniman

Absent and Excused:
• Bill Keefe

Attending from the RCC Staff:
• Leila Gordon, Executive Director
• John Blevins, Deputy Director
• Karen Goff, Public Information Officer

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

MOTION #1:
Approval of the Agenda

Bill Bouie moved that the Agenda be approved as written. Paul seconded the motion. The motion passed unanimously.

MOTION #2:
Approval of the February 4, 2019 Board Minutes

Vicky moved that the Board approve the February 4, 2019 Board Minutes. Bill B. seconded the motion. The motion passed unanimously, with Lisa abstaining as she was not at the meeting.

MOTION #3:
Approval of the February 4, 2019 Board Actions

Bill B. moved that the Board approve the February 4, 2019 Board Actions. Dick seconded the motion. The motion passed unanimously, with Lisa abstaining as she was not at the meeting.

Chair’s Remarks
Bev noted how cold it was today. She mentioned that she saw a photo of Rosemary McDonald of OLLI in the program guide. Bev said it is hard to believe she is gone.

Bev shared some quotes:
George Eliot – “It is never too late to be what you might have been.”
Robin Williams – “No matter what people tell you, words and ideas can change the world.”
Maya Angelou – “My mission in life is not merely to survive, but thrive.”

Introduction of Visitors
None

Citizen Input
March 4, 2019 Board of Governors Meeting Minutes

None

Committee Reports
February 4 Long Range Committee Meeting – Chair Michelle Moyer said the meeting was held just prior to the last board meeting. Representatives from UVA’s Center for Survey Research (CSR) attended and presented the Board with ideas and approaches for RCC’s upcoming community needs survey.

February 11 Community Relations and Program/Policy Joint Meeting – Program/Policy Chair Michelle said much of the meeting was spent presenting CSR’s survey information. We also took questions from the community, talked about outreach to the business community and reaching across language barriers, as well as the best way to approach the community to get statistically significant responses. We talked about standing up a community calendar. Michelle said it was a good exchange of information.

March 4 Finance Committee Meeting – Chair Paul Thomas directed the Board to look at the handout in their binders. He also reminded the members that a formal report will arrive in the package for next month’s meeting. The committee discussed one-time expenditures that will be added to the upcoming budget (FY20), including the community survey, the Aquatics grand opening and a website redesign. Recurring new expenses include the expansion of programming at Reston Station and Reston Town Center that will begin this summer. That will prompt changes to the FY20 budget at carryover and inclusion in the baseline funding planned for FY21. Paul said revenue from taxes will be higher this year (7.2 percent, which is about 4 percent more than anticipated). That increase will help us absorb costs for new expenses. The committee also discussed proposed strategies to deal with long-term fiscal challenges, such as a potential recession. There will be more discussion in April and May as we head into the June Annual Public Hearing for Programs and Budget.

Lisa asked why revenue was higher. Paul said the balance of commercial and residential properties in Reston is changing. A tax base that was 55 percent residential and 45 percent commercial is now 52 percent residential and 48 percent commercial. Higher valuations of commercial buildings have had an impact on the tax base. The tax rate hasn’t changed but property values have gone up quickly in the areas of development related to the Silver Line. Paul said assuming we don’t have a significant economic downturn, there will be major tenants moving in and there is likely to be more revenue from those activities in the coming near term.

MOTION #4:
Approval of the February LRP Committee reports and the March 4 Finance Committee report

Bill Bouie moved that the Board approve the reports. Bill Penniman seconded the motion. The motion passed unanimously.

Board Member Input on Activities Attended
Bill P. attended the PTAS performance of Yumi Kurosawa (koto) and Anubrata Chatterjee (tabla). He recommends catching their free performance at the National Gallery of Art on May 15. He also saw a theatre performance at First Stage in Tysons.

Dick did not attend any RCC events in February. He was in St. Thomas. The island is still rebuilding from the hurricanes last year. Dick’s wife Marian has been ill.

Vicky attended the Best of Reston honoree announcement. She said it is a noteworthy group this year. There are two events in the near future presented by the Reston Historic Trust: “Journeys to Reston” (March 7) and “Women Playing in Reston: The Effect of Title IX on Women’s Sports” (March 13). Vicky is a panel speaker at the women’s sports event. She said her daughter’s film on women leaders in the Middle East will be shown on PBS March 25 and 26.

Lisa encouraged everyone to come the Reston Historic Trust events (she is also a Board member for RHT). She attended a Mardi Gras party at Kalypso’s that was a fundraiser to restore the Lakeside pharmacy icons. She thanked RCC for its support of the Trust. Lisa has been busy with her teaching schedule.
March 4, 2019 Board of Governors Meeting Minutes

Michelle has been working a lot. She attended the CR/PP meeting. She has left the Reston Masters Swim Team board after 14 years.

Paul went to the Best of Reston announcement and South Lakes High School basketball games, as both the boys’ and the girls’ teams made it to the state quarterfinals. He also is excited that his son was accepted at Virginia Tech.

Bill Bouie went to the Best of Reston announcement, the PTAS performance of Ranky Tanky and numerous meetings.

Bev attended the Best of Reston event and has had many choir rehearsals and meetings. Ranky Tanky was amazing. She is involved in a project/performance at George Washington University called “Women’s Work.” She invited the Board to attend that in March at the end of the month. March 17 is the RCO Princesses and Lollipops concert. Bev saw Rent at Westfield High School.

**Executive Director’s Report**
Leila directed the Board to the monthly Aquatics report. She said the demolition is expected to be completed in the next week to 10 days. We still have people coming in ready to swim.

In her regular Executive Director’s report, Leila said the county’s RFP for solar panels is progressing. The stairs at Hunters Woods are blocked off and receiving new lighting fixtures. A new merit maintenance staff member starts next week. There was a staff CPR class at Hunters Woods today. We will also be taking that class to Reston Opportunity Neighborhood locations, where about 50 people will get certified.

Yumi Kurosawa and Anubrata Chatterjee did a performance and discussion at South Lakes High School. There was a Leisure and Learning Valentine’s giving event, where parents and kids made baby blankets and donated them to Inova Fairfax Hospital.

Leila noted that Free Southern Theater founder John O’Neal died February 14. O’Neal participated in the Color Line project at RCC over several years. His obituary was in the New York Times.

Leila directed the Board to take note of upcoming events, particularly the Best of Reston (April 4), which will likely sell out. RCC is hosting County Executive Bryan Hill at its table.

**Old Business**
There was no old business.

**New Business**
There was no new business.

**MOTION #6:**
To Adjourn the Meeting

Bill B. moved to adjourn meeting. Dick seconded the motion. The motion passed unanimously.

The meeting adjourned at 8:35 p.m.

Signed: [Signature]
Lisa Sechrest-Ehrhardt
Board Secretary

3-11-2019

Date
BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON DATE

19-0304-1 Bd That the Board approve the Agenda
19-0304-2 Bd That the Board approve the February 4, 2019 Board Minutes
19-0304-3 Bd That the Board approve the February 4, 2019 Board Actions
19-0304-4 Bd That the Board approve the February committee reports
19-0304-5 Bd That the meeting be adjourned.

Lisa Sechrest-Ehrhardt
Board Secretary
3-11-2019
Date
The Chair called the meeting to order at 7:05 p.m.

Leila walked the Board through the January financial report. She said there is not much to discuss that is significantly varying from projections other than accumulating interest. RCC is at nearly 3,000 percent of interest revenue projections, which will help offset the reduced program revenue. There was nothing unusual in Personnel or Operating categories, and Capital Projects are at or under budget. There were no questions.

Unbudgeted expenditures – Leila said that at the March 11 Community Relations/Program Policy meeting, the Board will get the Scope of Work and the estimate of the cost for the community survey. In the last two months, RCC has had meetings with Comstock to discuss expanded programming at Reston Station. The scope of opportunity is significant and per our strategic plan priorities, we will work with them to collaborate and extend new programs to audiences there.

Dick asked questions about the nature of the programming space and Leila responded with the details known at present but stressed there are many unknowns to pursue. Paul said this is also a test for this type of partnership, as we will likely have other opportunities as new mixed-use developments are built in Reston.

Bill B. asked if we will sign a lease. Leila said she does not yet know. What RCC has now is a licensing agreement for concerts and weekend programming. Our agreement could be a licensing agreement or it could be a lease. If a lease is anticipated, Bill reminded the Board of the need to discuss those terms in compliance with Board processes prior to making decisions to enter into a lease. Leila agreed that legal and Board review of any new RCC lease is required.

Related to offsite programming/strategies, Leila recommended renaming the Community Partnerships cost center to Community Partnerships and Opportunities and allocating pilot programming and innovation funds to that cost center. That would enable us to develop an internal process for budgeting new activities as they occur if deemed appropriate. Leila said this is one cost center that will need some
reallocating in the FY20 and FY21 budgets and that we’d also review the core programs/administrative cost center budgets to align more closely with the rolling averages of the past three years of fiscal performance in those areas.

Dick asked if RCC would program offsite space or occupy it. Leila said RCC would want to activate it, and that can be done without round-the-clock staffing. Leila said she hopes to establish a solid track record of success to assure that other developing projects consider us a great resource for activating their public environments. The unpredictability of when these opportunities will arise is why RCC needs to create a place in the budget and some staffing vehicles for absorbing them and responding in real-time to requests.

Other new costs discussed include: the Saturday and Sunday offerings being added at Reston Station; the community survey; RCC website redesign; and the pool grand reopening/40th anniversary celebration. The survey, web design and reopening celebration are all one-time expenditures.

Revenue – Leila said RCC’s tax base for this year is 7.2 percent higher than originally projected. The revenue proportion now is 48 percent commercial, 52 percent residential.

Leila said we have been seeing about 3 percent growth year-over-year, so double that growth is dramatic. But in balance, we need to remember that the trend for program revenue is not robust, and we don’t anticipate revenue from offsite programming. Additionally, we anticipate fee waiver use will grow as more people know about that program.

Dick asked about the furloughed federal employees’ camp fee waiver. Leila said nine families have taken advantage of it, for a value of about $11,500. RCC has had mostly positive feedback, with one person asking why contractors could not use it. Dick said he wondered if enough people knew about it. Leila said it was promoted through the usual channels. Overall, Leila expects a fairly robust fee waiver total for camps this year. Last year, fee waivers totaled about $68,000. The federal fee waiver accounting was kept separate to evaluate its impact.

Paul asked about the tax ramifications when Google occupies 100,000 square feet at the Jahn building (at Reston Station). Leila reviewed the process involved and noted that once a new property improvement is opened, the property valuation occurs on the same annual calendar as all others. Leila said in the next couple of years RCC will likely see growth on the commercial side of the revenue ledger and some in residential as well.

Bill B. asked Renata what she sees is the crossover point: when revenue will change from majority residential to majority commercial. Leila said that could happen when the next two Metro stations (Reston Town Center and Herndon) are fully online and when high-density developments are completed. Renata noted that those projects will also include residential potential. This is an important time to demonstrate our capacity to provide content to those new communities.

Leila said we need to anticipate program costs, as well as revenue that may arise from the growth. Additionally, significant levels of construction puts pressure on the costs of construction in our community. We have to recognize inflation will affect the cost of our projects.

Leila said we will be taking a look at John’s 10-year Project, Maintenance and Equipment Systems Framework. She hopes we will have some numbers at the March 11 meeting for near-term capital project/maintenance issues or major systems replacement costs.

Personnel – Leila said she did not know when the pressure on costs of wages and salaries will exert substantial pull, but it will at some point. We have made estimates on the cost of aquatics programming for the post-renovation pool configuration, but we have no real numbers in terms of history. We will also need to evaluate how to add personnel support to new or expanded programs throughout the community.
March 4, 2019 Board of Governors Finance Committee Meeting Minutes

Macro issues

Reston’s growth. Supervisor Hudgins’ density cap proposal has been pulled from consideration by the Board of Supervisors. Leila said this could lengthen the development approval process for new projects in the rail corridor.

Dick asked if many projects were predicated on raising the cap. Paul said probably the big projects have the room. Leila noted that the cap would more likely come into play if new projects for village center locations or areas just outside the corridor are submitted.

New Board of Supervisors. There could be as many as five new supervisors elected this year who will have a broad range of priorities that could impact the county economy.

Proffers. We also don’t know what will happen with potential proffers. Now proffers can only come to the county – that typically means the Park Authority, but could also apply to other county agencies such as RCC. We have to be flexible and see if there is potential to address what individual projects could contribute to the community. Dick asked if RCC has received proffers before. Leila said we have not, but there have been discussions regarding how RCC could be involved in new development across a couple of topics related to our mission.

Regional uncertainty. At the state level, it has been almost 11 years since the crash of 2008 and that is a long time without a recession. We should not assume 7 percent growth or even more conservative growth forever.

Proposed strategies – Leila provided an overview of strategies in the revised FY20 budget and the outline for FY21, which will start moving after the March 11 meeting. The staff will begin working with the Finance Committee and Board members in April to refine the budget outlines to be presented in June. Leila said by this time next year we will know whether the FY21 revenue across all areas is higher, lower or at a plateau.

Michelle asked about the expenditures. Will there be rent at Reston Station? Leila said she does not anticipate rent, but also does not anticipate income. Leila said she thinks RCC can offer popular teachers and classes, but we would have to price differently as it is likely people would have to pay for parking.

Budgeting for the new weekend offerings at Reston Station is about $2,000 a week ($32,000 for the season across two fiscal years). The survey could be as much as $150,000; the website redesign will be estimated at $100,000 (spread across FY20 and FY21). The pool grand reopening is expected to cost about $30,000.

Michelle asked if the website redesign can be postponed. Leila said when we get the community survey results in September, marketing will be a big focus, and we may find out very relevant information about how people want to find out what is happening in Reston. Our website has had the current architecture for 10 years, which is a very long time. RCC needs a calendar function, as well as a more flexible and easy-to-manage content management system. We need better visuals and the ability to connect to MyRCC and ticket purchasing. Paul said he sees the web design almost as a capital project and that the proposed strategies make sense to him.

He asked about the RCC Lake Anne space. Leila said the current lease was signed in 2010 and it has four five-year extensions in it. In 2030, RCC has the option to buy the Lake Anne building for one dollar. The tricky part is not the price but the legal relationship. Right now RCC pays for the space via a unique lease and as a function of that, RCC bears zero responsibility for condo fees. If RCC becomes an owner, we can’t obligate ourselves to a condominium association. We would have to figure out what kind of strategy to pursue, such as establishing a 501 C (3). We do need to be thinking about it since it is only 10 years away.

Paul asked if Friends of Reston could be involved. Leila said no, that group is too embedded in Reston Association. The members concurred we need to be anticipating the future continuously.

Paul made a motion to adjourn. Dick seconded the motion. The meeting adjourned at 7:53 p.m.
Consideration Issues

**Unplanned expenditures in FY20/FY21:**

- Conducting a Community Survey – Not included in the original FY20 Budget Outline
  - Scope of work/cost: up to $150,000 (one-time, FY20 only)
- Expansion of programming at Reston Station
  - Scope of cost for Sat/Sun offerings: $32,000 per fiscal year (FY20, FY21) as summer crosses two fiscal years we will absorb for FY19 (May and June - $16,000) from anticipated savings identified at Third Quarter; but should be planned as annual new costs for FY20 and FY21
  - Potential for new “pop-up” programming; scope of cost is too early to determine but not allocated for either FY20 or FY21; allocate $15,000 per year (FY20, FY21)
- Cost of Grand Reopening of Terry L. Smith Aquatics Center/RCC 40th Anniversary Celebration
  - CenterStage event
  - Community Room Hospitality
  - Aquatics “swag”
  - Facility features
  - Media/Marketing campaign
  - Budget total: $30,000 (one-time, FY20 only)
- Redesign of RCC website: up to $100,000 (one-time, will possibly cross between FY20 and FY21; allocate $50,000 per fiscal year)

**GRAND TOTAL FY20 ONE-TIME ADD-ONS:** $230,000 (includes half of website re-design cost); added at Carryover

**GRAND TOTAL RECURRING FY20 AND FY21 NEW COSTS:** $47,000

**Revenue Issues:**

- Revenue from taxes for FY20 is 7.2 percent higher than we projected: $571,279
- Revenue from some key programs is trending downward: Average shortfall annually is approximately $20-30,000 in Aquatics and Leisure and Learning categories.
- Fee Waiver use has been steadily and slowly increasing with impact in significant measure on the Leisure and Learning cost centers for youth and older adults.
- The Collaboration and Outreach cost center is better understood as a completely non-revenue generating cost center (much as Community Events is).
- Revenue performance for the newly renovated Aquatics environment won’t be fully understood and should be conservatively estimated for both FY20 and FY21.

**Expense Issues:**

- We are returning approximately $500,000 to the fund balance assuming we don’t encumber the survey costs in the last part of FY19 in their entirety; if we do, that would be reduced accordingly.
- The 25-year long-term annual construction inflation for nonresidential buildings has averaged 3.5 percent. That inflation factor has been over 4 percent since 2014, reaching 4.7 percent in 2018. Any capital construction for RCC facilities will cost far more money today than it would have in 2009 when the reserve level of $3,000,000 was established.
- Personnel expenditures will rise quickly in FY20 and FY21 because of the need to add employees and adjust pay rates to living wage levels in our Facility Services cost centers and to support new programming in offsite locations in programming cost centers.
- We don’t know actuals yet on new Aquatics cost center costs; will be higher.
Macro Issues

- Growth of the tax district is accelerating but larger economic factors are far more uncertain than they typically are. Those factors include:
  - New Board membership on Board of Supervisors
  - Deferred status of any zoning update relative to the Reston Master Plan
  - Potential for proffers related to recreation or cultural purposes in the near-term that might benefit RCC
- Uncertainty in the larger regional and national outlook with respect to how the coming national and state election cycles play out; potential for adverse market reaction or a recession (more than 10 years since the last one).

Proposed Strategies

- Rename Community Partnerships cost center to Community Partnerships and Opportunities. Allocate pilot programming and innovation funds to that cost center. Staff will then be able to propose use of those funds as readjusted programming or new opportunities present themselves. Would reallocate a percentage of the average of prior year actual “savings” in personnel and operating expense categories.
- Budget in personnel categories to likely position inventory and pay rates. Fully fund benefits, retirement and other non-direct pay line items. RCC anticipates key retirements in the coming years that will require dual-encumbrances.
- Reallocate funds across cost centers based on their three-year actuals history and establish budget costs closer to average totals to reduce the amount of unspent funds.
- Establish and plan funding for the 10-year Capital Projects/Capital Maintenance/Equipment Inventory Framework being developed by the staff. That Framework DRAFT will be presented to the Board in the March 11 discussion meeting.
- Rebuild the reserves overall and establish a higher reserve threshold for the Capital Projects Reserve; suggest at least $3,500,000 is more appropriate. The Maintenance Reserve and Feasibility Studies Reserve are pegged to revenue so they will fluctuate accordingly.
- Begin to plan for the potential costs involved in assuming ownership of RCC Lake Anne. That decision-making point will arrive in 2030 which is sooner than we think!
### Reston Community Center

#### Revised Budget vs Actuals Worksheet

31-Jan-19

100%/12*7mo=58.31%

<table>
<thead>
<tr>
<th>Revenue</th>
<th>FY19 Funding Reallocation</th>
<th>FY18 Carryover</th>
<th>FY19 Adopted Funding</th>
<th>Revised FY19 Budget</th>
<th>Jan</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>
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</thead>
<tbody>
<tr>
<td><strong>1 Administration:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Taxes</td>
<td>381,764</td>
<td>7,551,975</td>
<td>7,933,739</td>
<td>11,664</td>
<td>7,871,317</td>
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<tr>
<td>Interest</td>
<td>3,000</td>
<td>3,000</td>
<td>15,880</td>
<td>87,806</td>
<td>(84,806)</td>
<td>29,204</td>
<td>83.01%</td>
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<tr>
<td>Vending</td>
<td>1,600</td>
<td>1,600</td>
<td>121</td>
<td>727</td>
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<tr>
<td>Facility Rental</td>
<td>171,875</td>
<td>171,875</td>
<td>14,123</td>
<td>142,671</td>
<td>29,204</td>
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<td>83.01%</td>
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<tr>
<td>Equipment Sale</td>
<td>55,854</td>
<td>55,854</td>
<td>2,561</td>
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<td>2 Performing Arts-Theatre Admiss.</td>
<td>42,575</td>
<td>42,575</td>
<td>12,339</td>
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<td>1,221</td>
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<tr>
<td>3 PA Theatre Rental</td>
<td>0</td>
<td>75</td>
<td>3,485</td>
<td>(3,485)</td>
<td>0.00%</td>
<td></td>
<td></td>
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<tr>
<td>4 PA Misc Revenue</td>
<td>0</td>
<td>-16,967</td>
<td>7,736</td>
<td>(7,736)</td>
<td>0.00%</td>
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<td>5 PA Equip. Sale Revenue</td>
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<td>0</td>
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<td>0</td>
<td>0.00%</td>
<td></td>
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<tr>
<td>6 PA Cultural Activities/ Arts Org</td>
<td>0</td>
<td>0</td>
<td>134,000</td>
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<td>64.74%</td>
<td>14,586</td>
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<td>7 Aquatics Classes/drop-in</td>
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<td>15,000</td>
<td>6,853</td>
<td>14,393</td>
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<td></td>
<td>95.96%</td>
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<tr>
<td>8 Aquatics Rental</td>
<td>120,000</td>
<td>120,000</td>
<td>8,891</td>
<td>96,088</td>
<td>23,912</td>
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<td>80.07%</td>
<td>3,573</td>
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<tr>
<td>9 L&amp;L Fitness</td>
<td>101,000</td>
<td>101,000</td>
<td>3,385</td>
<td>52,020</td>
<td>48,980</td>
<td></td>
<td>51.50%</td>
<td>31,079</td>
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</tr>
<tr>
<td>10 L&amp;L Youth/Teen</td>
<td>12,000</td>
<td>12,000</td>
<td>388</td>
<td>735</td>
<td>11,265</td>
<td></td>
<td>6.13%</td>
<td>18</td>
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</tr>
<tr>
<td>11 L&amp;L Lifelong Learning</td>
<td>3,338</td>
<td>3,338</td>
<td>1,770</td>
<td>5,970</td>
<td>(2,632)</td>
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<td>178.85%</td>
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<td></td>
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<tr>
<td>12 L&amp;L Collab &amp; Outreach</td>
<td>220,139</td>
<td>220,139</td>
<td>10,874</td>
<td>173,823</td>
<td>46,316</td>
<td></td>
<td>78.96%</td>
<td>4,259</td>
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<tr>
<td><strong>Total RCC Revenue</strong></td>
<td>0</td>
<td>381,764</td>
<td>8,619,072</td>
<td>9,000,836</td>
<td>74,440</td>
<td>8,747,131</td>
<td>253,705</td>
<td>97.18%</td>
<td>122,384</td>
</tr>
</tbody>
</table>
## Reston Community Center

**Revised Budget vs Actuals Worksheet**

31-Jan-19

100%/12*7mo=58.31%

<table>
<thead>
<tr>
<th>Personnel Expenses</th>
<th>FY19 Funding Reallocation</th>
<th>FY18 Carryover</th>
<th>Revised FY19 Budget</th>
<th>Jan</th>
<th>YTD</th>
<th>REMAINING BALANCE</th>
<th>% Budget Used Ytd</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>(7,179)</td>
<td>640,662</td>
<td>633,483</td>
<td>30,288</td>
<td>289,672</td>
<td>343,811</td>
<td>45.73%</td>
</tr>
<tr>
<td>Booking</td>
<td>(50,921)</td>
<td>213,938</td>
<td>163,017</td>
<td>12,902</td>
<td>86,473</td>
<td>76,544</td>
<td>53.05%</td>
</tr>
<tr>
<td>Comptroller</td>
<td></td>
<td>431,792</td>
<td>431,792</td>
<td>33,198</td>
<td>225,788</td>
<td>206,004</td>
<td>52.29%</td>
</tr>
<tr>
<td>Customer Service</td>
<td>58,100</td>
<td>548,102</td>
<td>606,202</td>
<td>42,748</td>
<td>290,721</td>
<td>315,481</td>
<td>47.96%</td>
</tr>
<tr>
<td>Facility Engineer</td>
<td></td>
<td>173,751</td>
<td>173,751</td>
<td>9,309</td>
<td>63,321</td>
<td>110,430</td>
<td>36.44%</td>
</tr>
<tr>
<td>Maintenance</td>
<td></td>
<td>388,586</td>
<td>388,586</td>
<td>26,730</td>
<td>188,910</td>
<td>199,676</td>
<td>48.61%</td>
</tr>
<tr>
<td>IT</td>
<td></td>
<td>140,595</td>
<td>140,595</td>
<td>10,504</td>
<td>70,708</td>
<td>69,887</td>
<td>50.29%</td>
</tr>
<tr>
<td>Media/Sponsorships</td>
<td></td>
<td>426,196</td>
<td>426,196</td>
<td>32,199</td>
<td>199,951</td>
<td>226,245</td>
<td>48.92%</td>
</tr>
<tr>
<td>Community Partnerships</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Performing Arts</td>
<td></td>
<td>558,307</td>
<td>558,307</td>
<td>43,496</td>
<td>276,722</td>
<td>281,585</td>
<td>49.56%</td>
</tr>
<tr>
<td>Aquatics</td>
<td></td>
<td>494,029</td>
<td>494,029</td>
<td>46,146</td>
<td>335,500</td>
<td>158,529</td>
<td>67.91%</td>
</tr>
<tr>
<td>L&amp;L Fitness</td>
<td></td>
<td>205,815</td>
<td>205,815</td>
<td>12,794</td>
<td>102,110</td>
<td>103,705</td>
<td>49.61%</td>
</tr>
<tr>
<td>L&amp;L Admin</td>
<td></td>
<td>268,636</td>
<td>268,636</td>
<td>18,440</td>
<td>131,595</td>
<td>137,041</td>
<td>48.99%</td>
</tr>
<tr>
<td>L&amp;L Youth/Teen</td>
<td></td>
<td>230,012</td>
<td>230,012</td>
<td>11,663</td>
<td>150,784</td>
<td>79,228</td>
<td>65.55%</td>
</tr>
<tr>
<td>L&amp;L Lifelong Learning</td>
<td></td>
<td>199,576</td>
<td>199,576</td>
<td>16,964</td>
<td>62,321</td>
<td>137,255</td>
<td>31.23%</td>
</tr>
<tr>
<td>L&amp;L Collab &amp; Outreach</td>
<td></td>
<td>106,092</td>
<td>106,092</td>
<td>7,507</td>
<td>49,861</td>
<td>56,231</td>
<td>47.00%</td>
</tr>
<tr>
<td>Community Events</td>
<td></td>
<td>148,151</td>
<td>148,151</td>
<td>8,954</td>
<td>72,025</td>
<td>76,126</td>
<td>48.62%</td>
</tr>
<tr>
<td>Arts Education</td>
<td></td>
<td>353,669</td>
<td>353,669</td>
<td>11,520</td>
<td>194,504</td>
<td>159,165</td>
<td>55.00%</td>
</tr>
<tr>
<td><strong>Total Personnel Expenses</strong></td>
<td>0</td>
<td>0</td>
<td>5,527,909</td>
<td>375,362</td>
<td>2,790,967</td>
<td>2,736,942</td>
<td>50.49%</td>
</tr>
</tbody>
</table>
## Reston Community Center

**Revised Budget vs Actuals Worksheet**

31-Jan-19

100%/12*7mo=58.31%

<table>
<thead>
<tr>
<th>Operational Expenses</th>
<th>FY19 Funding Reallocation</th>
<th>FY18 Carryover</th>
<th>FY19 Adopted Funding</th>
<th>Revised FY19 Budget</th>
<th>Jan</th>
<th>YTD</th>
<th>REMAINING BALANCE</th>
<th>% Budget Used Ytd</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Administration</td>
<td>63,400</td>
<td>63,400</td>
<td>9,656</td>
<td>24,223</td>
<td>39,177</td>
<td>38.21%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Board</td>
<td>57,820</td>
<td>57,820</td>
<td>6,718</td>
<td>38,182</td>
<td>19,638</td>
<td>66.04%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Booking</td>
<td>97,088</td>
<td>97,088</td>
<td>563</td>
<td>70,856</td>
<td>26,232</td>
<td>72.98%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Comptroller/LA Lease/Admin</td>
<td>361,453</td>
<td>361,453</td>
<td>9,458</td>
<td>309,328</td>
<td>52,125</td>
<td>85.58%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Customer Service</td>
<td>1,000</td>
<td>1,000</td>
<td>7</td>
<td>717</td>
<td>283</td>
<td>71.66%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Facility Engineer</td>
<td>165,584</td>
<td>165,584</td>
<td>6,112</td>
<td>59,970</td>
<td>105,614</td>
<td>36.22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Maintenance</td>
<td>420,164</td>
<td>420,164</td>
<td>41,740</td>
<td>348,772</td>
<td>71,392</td>
<td>83.01%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 IT</td>
<td>98,500</td>
<td>98,500</td>
<td>1,210</td>
<td>66,483</td>
<td>32,007</td>
<td>67.51%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Media/Sponsorships</td>
<td>452,961</td>
<td>454,561</td>
<td>3,176</td>
<td>254,167</td>
<td>200,394</td>
<td>55.91%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Community Partnerships</td>
<td>135,000</td>
<td>135,000</td>
<td>120,950</td>
<td>14,050</td>
<td>89.59%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Performing Arts</td>
<td>293,255</td>
<td>293,255</td>
<td>14,881</td>
<td>232,731</td>
<td>60,524</td>
<td>79.36%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Aquatics</td>
<td>10,400</td>
<td>10,400</td>
<td>0</td>
<td>11,268</td>
<td>(868)</td>
<td>108.34%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 L&amp;L Fitness</td>
<td>25,176</td>
<td>25,176</td>
<td>56</td>
<td>14,768</td>
<td>10,408</td>
<td>58.66%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 L&amp;L Admin</td>
<td>6,100</td>
<td>6,100</td>
<td>197</td>
<td>2,952</td>
<td>3,148</td>
<td>48.39%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 L&amp;L Youth/Teen</td>
<td>182,009</td>
<td>182,009</td>
<td>1,843</td>
<td>167,308</td>
<td>14,701</td>
<td>91.92%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16 L&amp;L Lifelong Learning</td>
<td>115,909</td>
<td>115,909</td>
<td>(530)</td>
<td>69,478</td>
<td>46,431</td>
<td>59.94%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17 L&amp;L Collab &amp; Outreach</td>
<td>21,300</td>
<td>21,300</td>
<td>532</td>
<td>8,111</td>
<td>13,189</td>
<td>38.08%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 Community Events</td>
<td>9,000</td>
<td>174,327</td>
<td>2,427</td>
<td>128,940</td>
<td>54,397</td>
<td>70.33%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19 Arts Education</td>
<td>84,421</td>
<td>84,421</td>
<td>2,246</td>
<td>40,754</td>
<td>43,667</td>
<td>48.27%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Operational Expenses**

|                                       | 0                          | 10,600         | 1,969,967          | 806,510             | 70.95% |
## Revised Budget vs Actuals Worksheet

### Reston Community Center

#### 31-Jan-19

100%/12*7mo=58.31%

<table>
<thead>
<tr>
<th>Capital Proj. Desc. &amp; Number/Cap Equip.</th>
<th>FY19 Funding Reallocation</th>
<th>FY18 Carryover</th>
<th>FY19 Adopted Funding</th>
<th>Revised FY19 Budget</th>
<th>Jan</th>
<th>YTD</th>
<th>REMAINING BALANCE</th>
<th>% Budget Used Ytd</th>
</tr>
</thead>
<tbody>
<tr>
<td>RCC Improvements CC-000001</td>
<td>(60,000)</td>
<td>344,007</td>
<td>0</td>
<td>284,007</td>
<td>1,769</td>
<td>282,238</td>
<td>0.62%</td>
<td></td>
</tr>
<tr>
<td>RCC Facility Enhcmnts. CC-000002</td>
<td>15,000</td>
<td>30,000</td>
<td>0</td>
<td>45,000</td>
<td>33,734</td>
<td>11,266</td>
<td>74.96%</td>
<td></td>
</tr>
<tr>
<td>Theatre Enhancements CC-000008</td>
<td>282,408</td>
<td>0</td>
<td>282,408</td>
<td>181,878</td>
<td>100,530</td>
<td>64.40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RCC Natatorium Reno CC-000009</td>
<td>45,000</td>
<td>6,191,993</td>
<td>0</td>
<td>6,236,993</td>
<td>5,452,516</td>
<td>5,728,212</td>
<td>64.40%</td>
<td></td>
</tr>
<tr>
<td>PA Capital Equipment</td>
<td>10,600</td>
<td>10,590</td>
<td>10,590</td>
<td>10</td>
<td>99.91%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Capital Expenses</strong></td>
<td>0</td>
<td>6,848,408</td>
<td>0</td>
<td>6,859,008</td>
<td>5,463,106</td>
<td>5,956,183</td>
<td>86.84%</td>
<td></td>
</tr>
<tr>
<td><strong>Total RCC Expenditures</strong></td>
<td>0</td>
<td>6,859,008</td>
<td>8,293,786</td>
<td>15,163,394</td>
<td>5,938,760</td>
<td>10,717,117</td>
<td>70.68%</td>
<td></td>
</tr>
</tbody>
</table>
General Notes: A $381,764 increase to the FY19 projected tax revenue estimate was requested at FY18 Carryover submission. Generally speaking, the program revenue accumulation is falling short of our projections. To some extent this is a function of increased Fee Waiver utilization. Trends indicate however that our competitive context continues to be challenging.

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 99.21% of tax revenue, 83.01% of estimated Facility Rental revenue (which also includes T-Mobile antenna revenue) and 2,926.88% of estimated interest revenue. Collection of interest is dependent on Investment Procedures approved by the County Investment Committee. The investment income is commensurate with the current rates of return including repurchase agreements, commercial paper, short term bills and notes.

2. Performing Arts Theatre Admission: Theatre admission ticket sales from Professional Touring Artist Series shows went on sale August 1st.

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; terms negotiated with Tickets.com return a small amount to RCC. Revenue from this stream was not projected for FY19 as there was little predictive data upon which to base the estimate.

5. Performing Arts Equipment Sale: Auctioned equipment sale proceeds; no revenue is predicted for this category as we can’t be sure that surplus equipment will sell.

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

7. Aquatics Classes/drop-in: Year-to-date revenue represents daily gate fees, summer and fall program registration revenue. Revenue is not keeping pace with projected participation levels; there are anticipated savings in Personnel that will offset that. No further revenue for FY19 is anticipated for this line item/cost center.

8. Aquatics Rental: Represents natatorium rental payments.

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

10. Youth/Teen: Year-to-date amount includes summer, fall and initial winter/spring program registration revenue. Most of this cost center’s revenue is realized during the summer. Fee waiver program participation in this cost center is significant. It’s anticipated that the revenue target will not be reached as a consequence of the offset to revenue potential represented by fee waiver participation in summer of 2018.

11. Lifelong Learning: Year-to-date amount includes summer, fall and initial winter/spring program registration revenue. Fee waiver participation in this cost center’s offerings is increasing. It may inhibit our ability to reach the actual revenue target for the cost center.

12. Collaboration & Outreach: The Director position was filled at the end of FY17 and the programming is continuing to evolve. Given particulars of staffing for this year, it is likely this revenue projection will be adjusted at Third Quarter Review. We are shifting from a revenue-producing model for this cost center to one that is more focused on participation and location establishment. To achieve those objectives, programming is being offered as “samples” of RCC without fees being charged in many cases.

13. Community Events: Revenue is collected from booth fees associated with the Reston Multicultural Festival and MLK luncheon ticket sales.

14. Arts Education: Year-to-date amount includes summer camp registration revenue, fall and initial winter/spring program registration revenue. Summer revenues from LARK and YAT contribute significantly to this cost center’s revenue.
General Notes: Payroll posting lags two weeks behind the calendar; therefore, the percent of the year elapsed and the percent of the budget expended will not align. Summer personnel costs also reflect the fact that there is a split typically for pay period 14 that requires accounting for the amount of personnel costs that belong in the prior fiscal year and those that belong in the current fiscal year. Typically – because of our programming calendar – we get a fairly true picture of the personnel costs related to summer and fall programming cycles by the end of December. Staff monitor summer camp personnel expenditures against projected expenditures on a pay period by pay period basis for Youth/Teen and Arts Education cost centers because of the larger percentage of personnel funds that will be spent in the summer for those cost centers.

1. Administration: Administration’s allocated budget is typically under-spent; funding provides for $77.5K OPEB (Other Post-Employment Benefits). The vacant Deputy Director position was filled in August 2018.
2. Booking: Personnel costs are at the expected level.
3. Comptroller: Personnel costs are at the expected level; a merit vacancy was filled in June 2018.
4. Customer Service: Personnel costs are at the expected level; a merit Billing and Reconciliation clerk position was filled in July 2018.
5. Facility Engineer: Personnel costs are at the expected level. One full time position’s budget allocation was transferred from Maintenance to Engineering. This position remains vacant.
6. Maintenance: Personnel costs are at the expected level.
7. Information Technology: Personnel costs are at the expected level.
8. Media/Sponsorships: Personnel costs are at the expected level. The Graphic Artist III position was filled in August 2018.
9. Community Partnerships: No personnel costs are anticipated in FY19.
10. Performing Arts: Personnel costs are at the expected level.
11. Aquatics: One full time position is remaining vacant and on loan to DPWES to provide for the Aquatics renovation project management. For the remainder of the fiscal year, personnel costs will represent the cost of the assigned merit positions and a small amount of exempt position activity. Savings offsetting the lower revenue achievement will occur in the personnel category. There was a bump in payroll costs in December associated with prep for the renovation.
12. Fitness: Personnel costs are at the expected level.
13. Leisure and Learning Admin: Personnel costs are at the expected level. The vacant Leisure & Learning Director position was filled in August 2018.
14. Youth/Teen: Personnel costs are at the expected level. Personnel costs include summer camps labor costs which occur in July and August. Director estimates labor costs savings due to the use of professional contractors to run some of the specialty camps.
15. Lifelong Learning: Personnel costs are at the expected level. The vacant Lifelong Learning Director position was filled in October 2018.
16. Collaboration & Outreach: Personnel costs are at the expected levels.
17. Community Events: Personnel costs are at the expected level.
18. Arts Education: Personnel costs are at the expected level. Personnel costs include summer camps labor costs which occur in July and August.
General Notes: Reservations for multiple-month periods for expenses and pre-paid contracts are made at the beginning of the year; funds are spent down from them. The net effect of either stand-alone expenses or spending down reserved amounts is shown in the column marked “YTD.” As we get closer to the end of the year, unspent balances of contracts will be restored to the cost center balances.

1. Administration: Current month expenses and reservations/payments net are for training and computer lab chairs replacement.
2. Board: Current month expenses and reservations/payments net are for hospitality costs, contract service and survey design.
3. Booking: Current month expenses and reservations/payments net are for security, facility rental and supply costs.
4. Comptroller/LA Lease/Admin: Current month expenses include bank fees, DIT copying costs billing and office supplies costs.
5. Customer Service: Current month expenses are for supplies.
6. Facility Engineering: Current month expenses and reservations/payments net include facilities repair and maintenance costs.
7. Maintenance: Current month expenses and reservations/payments net include utility costs, facilities maintenance, custodial services, and supplies costs.
8. IT: Current month expenses and reservations/payments net are for software maintenance costs, DIT telecommunication billing and cell phones monthly billing costs.
9. Media: Current month expenses and reservations/payments net include advertising costs.
10. Community Partnerships: No current month expenses nor reservations/payments recorded.
11. Performing Arts: Current month expenses and reservations/payments net include program delivery costs and theatre maintenance.
12. Aquatics: Current month expenses and reservations/payments are supply costs.
13. Fitness: Current month expenses include reservations/payments are supply costs.
14. Leisure and Learning Admin: Current month expenses are training, membership and supply costs.
15. Youth/Teen: Current month expenses and reservations/payments net are recreational activities, program delivery costs and supplies. Additional camp sessions to accommodate waiting lists caused costs above budgeted amounts for transportation and contract program delivery. These will be offset by anticipated savings in the personnel funding category.
16. Lifelong Learning: Current month expenses and reservations/payments net are recreational activities, transportation, program delivery and supplies costs.
17. Collaboration & Outreach: Current month expenses and reservations/payments net are program supply costs.
18. Community Events: Current month expenses and reservations/payments net are program supplies and contract program delivery.
19. Arts Ed: Current month expenses and reservations/payments are program operating costs.
Capital Projects

General Notes: Because of scheduling, RCC Capital Improvement Projects frequently carry over from one fiscal year to the next. Hidden columns each month include activity (plus or minus) that has already occurred; the net in the remaining balance column includes prior months' transactions.

1. RCC Improvements/CC-000001: Backstage RTU (Roof Top Air-conditioning Unit) replacement, Roof Solar Panels, HW Carpet Replacement Phase I, HW A/V Upgrade.
2. RCC Facility Enhancements/CC-000002: LA Gallery Entry.
3. RCC CenterStage Enhancements/CC-000008: This project includes funding for the CenterStage floor replacement, Audio Visual Controls and LED Lights replacement.
Present were:
- Bev Gosham
- Bill Bouie
- Michelle Moyer
- Dick Stillson
- Bill Penniman
- Lisa Sechrest-Ehrhardt
- Paul D. Thomas
- Vicky Wingert

Absent and excused:
- Bill Keefe

Attending from the RCC Staff:
- Leila Gordon, Executive Director
- John Blevins
- Karen Goff
- PD Michnewicz
- Matt McCall
- Pam Leary
- Renata Wojcicki
- BeBe Nguyen
- Karen Brutsché
- Brian Gannon
- Harun Rashid
- Cheri Danaher
- Kevin Danaher

Welcome and Introductions
Leila called the meeting to order at 6:37 p.m.

Leila explained the format of tonight’s meeting would be slightly different than the February 11 joint meeting, and that we would hear from staff at the University of Virginia’s Center for Survey Research (CSR). Leila said this meeting is an opportunity for RCC board members to hear CSR’s presentation and discuss structure and cost of the upcoming community survey. She asked that attendees hold questions until the board has finished its discussion, and if attendees have prepared statements separate from the survey, they save those until the end of the meeting.

Community Relations Chair Michelle Moyer introduced herself and welcomed everyone. The Board members introduced themselves. Tom Guterbock, Director of CSR, and Kara Fitzgibbon, CSR Senior Project Coordinator, also introduced themselves. Members of the audience introduced themselves.

Upcoming Community Needs Survey
Tom explained CSR is here to give RCC a clearer look at the scope of work and expectations for the survey. Kara said Leila has shared with them that RCC has had access to some great secondary data on how RCC can best serve the community. RCC would now like access to some primary, statistically sound data from both users and non-users.

Kara and Tom walked the Board through a PowerPoint presentation outlining the scope of work.

Survey Design -- Kara said they are proposing a multi-mode mixed probability design. The probability approach would include a sample of about 4,500 households. The sample can be stratified for RCC’s outreach needs (i.e., particular neighborhoods, types of residents). It would be a mail-forward design with a delayed web option. Tom said studies show having the sequential design improves response rates.
March 11, 2019 Community Engagement and Program/Policy Joint Committee Meeting

The non-probability part would be open to anyone as a web survey hosted on RCC’s website (linking to a page hosted by CSR). There would also be paper copies RCC could distribute as needed.

*Questionnaire Design* – Kara said CSR will work with RCC on developing the questionnaire. Once all parties are happy with the content, CSR will format and work on visual presentation. An optional addition is to conduct a focus group regarding the questionnaire. RCC would recruit about a dozen participants to take the survey and discuss it. CSR would then analyze, debrief and adjust the survey as needed.

*Alternative languages* – In addition to English, there would be options to take the survey in Spanish, Arabic, Chinese and Russian. CSR suggests an option of including in the initial package a postcard a patron could return requesting the questionnaire in an alternative language.

CSR is still determining the best way to administer alternative languages in the web option. One caveat: if a respondent wants an alternative language but the web option is not available, do we open the web earlier? That could introduce a possible digital divide. One advantage for online language options is the cost would be about the same to make it available in all five languages. Additionally, there could be a hybrid option, with perhaps Spanish available online and on paper and other languages via postcards.

*Protocol* – CSR suggests the following timeline:

- Advance letter notifying people that a survey is coming, why it is valuable and why they were selected. The letter would note that future correspondence will come from CSR but include the RCC logo.
- The first packet would go out a week later. Contents include a cover letter, paper questionnaire, postage-paid return envelope and possible language request postcard.
- Thank you/reminder postcard using a light tone that is not nagging.
- Second packet for non-respondents only. This would have a different tone and refer people to the web with a short URL. Leila asked if that URL would be a UVA page. Kara said yes, but it is open for discussion. Leila said she thinks people have more confidence if they see a third party is involved. Dick Stillson asked if UVA is identified on CSR materials. Tom said it is.
- Reminder call to non-respondents for whom we have a phone number (about 30 percent). This is optional.
- Second thank you/reminder postcard.

Kara said all mailing would be first class to ensure delivery.

*Probability Response* – CSR estimates that from an Address Based Sampling (ABS) outreach of 4,500 households, there would be 1,010 completions (834 paper, 177 web) for an overall response rate of 22.5 percent.

Kara presented cost estimates for three options for RCC.

- An ABS sample of 4,500 and reminder calling ($84,797)
- An ABS sample of 4,500 and no reminder calling ($78,820)
- An ABS sample of 5,170 and no reminder calling ($83,901)

Kara went over the expected responses with or without calls, as well as the related cost and advantages. Leila asked Kara’s opinion and Kara responded that it is not an easy call. While it seems instinctive to use reminder calling, there is a question of whether RCC would reach who it needed to reach as calls would only go to landlines. However, it could lead to a higher response, which is always good. Leila asked if reminder calling would take longer Tom said it would not. Tom added that a low response rate increases the chance of non-response errors. All methods have the same margin of +/- 3 percent when the threshold of approximately 1,000 responses is met.

Paul said landlines might skew the results to a particular demographic. Lisa said it seems like a lot of people do not pick up phone calls at all, so it could be a waste of effort. Tom said CSR would leave a message.

Leila asked the Board if Option 3 (higher sample size, no reminder calls) appeals to them. They said yes.
Non-Probability Protocol – In addition to paper questionnaires, there would be an online, open-source survey posted on the RCC website. Leila said the patron experience would be similar to the method RCC uses for the Preference Poll. Participants access the voting page through RCC’s site but are immediately redirected to a third-party voting site.

Bill P. asked if the Non-Probability outreach could be delayed slightly so people don’t all complete the survey at once. Tom said the letter could stipulate one person per household (for the ABS sample), but if a second person wants to answer, they can go to the URL. Leila said the cover letter can say it is important to use the code assigned as it will help us get a statistically valid sample.

Bill B. said it has always been a frustration for some with our voting that just one vote per household is counted. The protocol we are using opens it up to others in the household. Bill P. asked if we could send the mailing out a week before we post the questionnaire on the website. Leila agreed we could. Leila also ascertained from Kara that both sample protocols would have an option to provide demographic data, as well as Zip Code and possibly email addresses. The desire would be that respondents could provide an email address if they want to be informed about survey results.

Tom said IP addresses would be recorded and restricted to a single participation for people selecting the option “personal device” from a drop-down menu in the web version of the survey process. For those using a public computer, the background activity would have a different mechanism. A discussion ensued about repeat voters on a public computer.

Paul asked about language options and whether we could do a paper Non-Probability outreach. Kara said she envisions providing RCC with complete paper version kits, including the return envelope. The cover letter would be slightly tailored for this purpose so it is not exact replica of the first mailing. CSR has budgeted for data entry in the Non-Probability sample of the paper surveys returned to them. Leila said some people might be suspicious if they had to turn in their surveys to RCC at a neighborhood meeting, but if RCC held a neighborhood meeting and instructed participants to put paper responses in a sealed envelope, it would instill confidence.

Data Cleaning – Kara went over how data would be tallied and what would happen if the survey oversampled various slices of the community. She said the data can be weighted to match characteristics of the Reston demographics.

A discussion ensued about whether results would be aggregated or disaggregated and how open-ended responses would be accumulated and noted. Leila said responses to open-ended questions are helpful because someone has taken the time to describe their experience or preference. Kara said CSR will work to determine independent variables (i.e., age groups, children in house, gender), whether results from both samples are aligned or not, and then, whether or not to combine or keep separate the data sets. CSR will provide the open-ended responses with minimal screening to assure the anonymity of the respondent is preserved.

Reporting – Kara said CSR will prepare a written report with table summaries and provide RCC with bound copies, an electronic version and a PowerPoint presentation of the results.

Post-Survey Focus Groups (optional) – Kara said RCC may wish to do this as it would provide a way to seek out groups that had a lower response rate. CSR would supply kits; RCC would be responsible for moderating groups. Responses would supplement survey data. The current budget does not include CSR analysis of post-survey findings in this context, but it could.

Timeline – CSR would like at least eight weeks of data collection. The mail option means collection will take longer, Kara said.

- March/April 2019: develop survey and contact materials
- May 2019: pretest focus group
- June 2019: launch survey
- July 2019: complete data collection
- August 2019: data cleaning and analysis
September 2019: Prepare report and present findings

Budget – With optional features, the overall budget would be approximately $84,797. (Cost for options: Pretest focus group, $3,440; reminder calling, $5,423; post-survey focus group, $1,065)

Bill P. asked about how the focus groups would figure into the cost. Leila said the purchase order would have to add a mechanism for adding and subtracting items.

Michelle asked about pre-test focus groups. Tom said he has very rarely done one that wasn’t worth it; they can be quite instructive. He said it is a worthwhile investment that could give valuable feedback.

Vicky asked about outreach to the business community as it provides half of the tax base for Small District 5. Leila said she has spoken with Greater Reston Chamber CEO Mark Ingrao, and they will have further discussion. The approach needs to be separate as it is such a different population. Tom said this came up at the February 4 Long Range Planning meeting (CSR’s previous presentation to the Board). He said the survey could include “did you know?” questions for business owners.

Dick asked how RCC/CSR will get to the people who do not use RCC. People who participate are likely to return questionnaires. He said the major group we want to get to is people who have not used RCC, and why they don’t. He noted that there is not methodology for that in the presentation of the CSR work plan.

Leila said she thinks the mail sample will reach both users and non-users; it is not being conducted by using our household database but rather a sample based on geography. Dick said there could just as well be a bias in the returned surveys if people who are unfamiliar with us will throw away the survey. Leila noted that we would be using extensive marketing to assure that the community is aware of the survey and that particularly we are interested in everyone’s views.

Lisa said surveying does not work that way. She noted that survey sampling is not a new science. Dick asked for extra effort to be made to improve the response from people who don’t use RCC. Leila said that would be accomplished by RCC’s messaging and marketing campaign upfront to generate awareness. Tom said Dick’s concern is a valid one. One thing to do is check RCC’s 2009 surveys to see how many non-users responded. Tom and Kara expressed confidence that a well-structured message campaign and the ABS method of selection of the Probability sample recipients would significantly mitigate Dick’s concern.

Leila said more people are involved in casual interaction with RCC, such as attending a free summer concert, than in frequent in-depth interaction. We want to ask relevant questions such as “What are the challenges to using RCC programs or services? What prevents you from buying a theatre ticket? What kind of enrichment program appeals to you?”

Dick said when he was running for the Board, he gave out flyers at the Reston Farmers Market. He said he was “absolutely flabbergasted” at how many people did not know about RCC. He also asked how RCC will make its mailing stand out among junk mail.

Vicky said when she sees something marked “survey,” she is eager to give her opinion. Bill P. said the Program Guide goes out three times a year, and that if people don’t know about RCC, there is nothing we can mail them to get more attention.

Tom said we could add an incentive, such as $2, to mailings. That would increase the response rate from 22.5 percent to 25 or 27 percent. But it would cost RCC.

Bev said if she had similar contacts when she was running for the Board, but that people don’t want to have a political discussion when they are shopping so they tell you anything to end the interaction. She thinks that the comparison isn’t valid because of the entirely different contexts.

Leila said running for office and knowing about RCC are two different things. She said RCC used the $2 incentive last time in order to reach cell phone users who represented a younger community demographic; it did help to get participation from people without landlines. But do people think their tax money is being wasted? She said it will not take all 60,000 people in Reston to give us the answers we
see. She has confidence the process will work. The general Board sentiment was opposed to offering a $2 incentive to people. The seriousness of the endeavor will likely generate an appropriate level of response.

Leila asked if the Board and staff had more questions and if there was agreement on the roughly $85,000 cost. Karen B. asked if Leila was concerned about the survey taking place during vacation time. Leila said she is not if the survey starts in June. Cheri asked if staff living in Reston would be asked to opt out. Tom said staffers would be well-informed about RCC; in the final survey development we will examine that particular intersection point.

**Tammi Petrine, Reston Citizens Association**, asked about commercial outreach. She is suspect of the validity of using the Chamber and whether it truly represents Reston businesses. Leila said that it is as useful a starting place as any in terms of engaging that sector of the community and that it would not be the only way we connect to the commercial property owners. She reiterated that the issues involved are complex and require an entirely separate approach. The Board and staff will tackle it that way.

**Jordan Meyer** said he is surprised by the prediction for web responses and asked what RCC can do on social media to try and bump up the number. He also asked if respondents could get a direct email with results. Leila agreed they should get an email with a link if they include their email address on their returned surveys. Jordan also said he agreed with IP tracking to ensure valid voting.

Bill P. asked when the Board votes on this. Leila said if the sense of the Board is to proceed at this price, then we will proceed with the purchasing process. Leila asked if anyone on the Board was reluctant to move forward with Option 3. No one dissented.

**Capital Projects/Capital Maintenance/Equipment Systems Framework Project**
Leila explained that Deputy Director John Blevins and Facility Services Director Brian Gannon have taken on a project to track all assets, capital projects, capital maintenance requirements, equipment and equipment systems purchases, and are working toward a streamlined approach to project, maintenance or replacement scheduling, budgeting and purchasing.

John said he and Brian have been working on the project since late December. Brian tracks all RCC accountable equipment in FOCUS. John said it is challenging to track all our equipment and systems just due to volume and variety. They are working on moving information to a central location and managing it through a collaborative team process.

Brian showed a sample spreadsheet that projects replacement costs of items, as well as recurring maintenance costs. He said they are looking for a more robust solution, which would involve new software. Leila said that is also a challenge because software must be compatible with county security.

Paul said he realizes this project is geared toward the accreditation process, but it also provides value to RCC as this is the way we should be doing it. Dick said Excel is not the modern way to accomplish inventory control. Leila said we need to start with Excel as it is the only way we can export the data we already have once we have selected a software tool. Dick asked if the numbers come out as projected. Leila said they don’t tie out exactly to budget and expenditure totals because the numbers involve estimations, carry over items that can’t be schedule due to time constraints and thus frequent changes in pricing and/or final cost.

**Budget adjustments**
Leila showed the Board a budget document that will inform further budget estimating she will share at the April Finance Committee meeting. Budget adjustments and additions for FY20 and FY21 will be illustrated. She said research needs to be conducted for the new RCC website to determine if $100,000 is a correct ballpark amount and a number of other issues.

Capital projects – Leila anticipates coming in under budget in the Aquatics renovation. Staff is looking at spending some of the project funding made available on locker room improvements such as new shower partitions, floor tile replacements and locker replacement.
March 11, 2019 Community Engagement and Program/Policy Joint Committee Meeting

Dick asked about spa improvements. Leila said all the systems for the spa are being replaced.

Paul and Leila discussed the line item on the website replacement and there was note made of the macro issues that were discussed at the previous Finance Committee meeting.

Dick asked if it has been decided to increase the Capital Project Reserves to $3.5 million. Leila said that will be discussed in April and May (with a Board vote in May) to present at the June Annual Meeting.

There were no further questions.

Michelle inquired if anyone attending had more to offer or ask. No one did.

Michelle made a motion to adjourn. Paul seconded the motion. The meeting adjourned at 8:20 p.m.
Reston Community Center Needs Assessment Survey: Scope of Work

Thomas M. Guterbock, Director
Kara S. Fitzgibbon, Senior Project Coordinator
Center for Survey Research
March 11, 2019

What does RCC Need?
• A comprehensive, statistically sound, and representative needs analysis of the Reston community
• Collection of primary data designed expressly for RCC's strategic planning objectives
  - Feedback specific to RCC and not other Reston organizations/services
  - Capture cultural, recreational, and social needs of residents (both RCC users and non-users)

Survey Design
Multi-mode, mixed probability

Probability
• ABS sample of 4,500 Reston residences
  - Sample can be stratified based on RCC needs
• Mail-forward, with delayed web

Non-probability
• Open-source web survey
• Paper copies distributed by RCC

Questionnaire Design
• CSR will work with RCC on developing questionnaire
• CSR will format questionnaire for paper and program on web
• Pretest focus group (optional)
  - CSR would conduct focus group of Reston residents to evaluate instrument

Alternative Languages
• In addition to English, survey will be administered in:
  - Spanish, Arabic, Chinese, and Russian
• CSR still exploring best mode for administering alternative languages. Options include:
  - Paper, with foreign language request postcard included in questionnaire packets

County of Fairfax, Virginia
Department of Family Services
1901 Government Center Parkway
Fairfax, Virginia, 22033
703-324-7800 - www.fairfaxcounty.gov

Prefiero recibir un cuestionario en español.
Tôi muốn nhận bản hỏi nhận bằng tiếng Việt.
인구조사에 대한 설문조사를 제공해 주세요.
Neuerheiden können wir Ihnen auf Deutsch und
AffirmTimubon uttu naaigu naaingu bi'bp na-giri.

Favor de escribir su nombre como aparece en el índice.
Xin viết tên chỉ quyết liệt để tránh bị lẫn lộn.
본문에 나타 있는 표면 내용과 이음을 가리려 이 수정사항.

UVa Center for Survey Research
Alternative Languages

- In addition to English, survey will be administered in:
  - Spanish, Arabic, Chinese, and Russian
- CSR still exploring best mode for administering alternative languages. Options include:
  - Paper, with foreign language request postcard included in questionnaire packets
  - Online, with redirect to specified language
  - Hybrid, where Spanish is available online and paper, but Russian, Arabic, and Chinese are paper only

Protocol for Probability Data Collection

- Advance letter
- First packet:
  - Cover letter, paper qstr, return envelope, and foreign language request postcard (if applicable)
  - Thank you/reminder postcard
- Second packet (NR—Non-Respondents only):
  - Cover letter w/ referral to web, paper qstr, return envelope, and language request postcard
- Optional: phone call reminders (NR)
- Second thank you/reminder postcard (NR)

Expected Effects of Reminder Calling on Total Complete and Cost

<table>
<thead>
<tr>
<th></th>
<th>With Reminder Calling</th>
<th>W/out Reminder Calling</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABS sample</td>
<td>4,500</td>
<td>4,500</td>
</tr>
<tr>
<td>Total completes</td>
<td>1010</td>
<td>879</td>
</tr>
<tr>
<td>Response Rate</td>
<td>22.5%</td>
<td>19.5%</td>
</tr>
<tr>
<td>Completes web</td>
<td>177</td>
<td>110</td>
</tr>
<tr>
<td>Completes paper</td>
<td>834</td>
<td>769</td>
</tr>
<tr>
<td>Total Cost</td>
<td>$84,797.04</td>
<td>$78,820.39</td>
</tr>
</tbody>
</table>

CSR does not guarantee response rates

Probability Response

- Expected ABS completions: 1,010
  - Paper: 834
  - Web: 177
- Overall Response Rate: 22.5%
  - By paper: 18.5%
  - By web: 3.9%

Expected Effects of Reminder Calling on Probability Data Collection

- Advance letter
- First packet:
  - Cover letter, paper qstr, return envelope, and foreign language request postcard (if applicable)
- Thank you/reminder postcard
- Second packet (NR—Non-Respondents only):
  - Cover letter w/ referral to web, paper qstr, return envelope, and language request postcard
- Optional: phone call reminders (NR)
- Second thank you/reminder postcard (NR)

Non-probability Survey Protocol

- Online, open-source web survey posted on RCC website
  - RCC will handle promotion of open-source web survey
  - Non-probability questionnaire will be a separate web portal from probability online questionnaire
- Paper questionnaire packets distributed by RCC
  - These paper questionnaires will be marked so responses can be tracked as non-probability

Data Cleaning and Analysis

- CSR will:
  - Deduplicate probability data
  - Weight data to correct for effects of any disproportionate sampling and to match select population characteristics
  - Aggregate probability and non-probability data
  - Analyze probability and non-probability data separately
  - Work with RCC to select relevant independent variables to use in analysis
Reston Community Center SOW

Reporting
- CSR will prepare a written report
  - Provide bound copies and electronic version to RCC
- CSR will present PowerPoint summary of findings to Reston Community Center Board

Post-survey Focus Group (Optional)
- Following the survey, RCC may wish to conduct a series of focus groups
  - Would allow for opportunity to follow-up on interesting or significant survey findings
  - Could recruit FG participants according to characteristics that had low response to survey
- Focus group findings would serve as supplement to survey data
- CSR would prepare a focus group "kit" for RCC.

Timeline
March/April: Develop survey instrument and contact materials
May 2019: Pretest focus group
June 2019: Launch survey
July 2019: Complete data collection
Aug. 2019: Data cleaning and analysis
Sept. 2019: Prepare report and present findings

Budget
- Overall budget: $84,797.04
- This figure covers the discussed protocol, and includes the optional phases:
  - Pretest focus group: $3,440.00
  - Reminder Calling: $5,423.90
  - Post-survey focus group: $1,065.00

Questions?

Reston Community Center
Needs Assessment Survey: Scope of Work

Thomas M. Guterbock, Director
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Kara S. Fitzgibbon, Senior Project Coordinator
ksf5fe@virginia.edu
March 11, 2019

UVa Center for Survey Research
Introduction

All stand-alone accountable equipment (over $5K) is tracked in FOCUS and audited by DPMM annually.

Other equipment has been challenging to track due to the sheer volume of purchasing. Working group is moving forward on a streamlined approach to capturing all relevant information in a centralized location.

Goals

- A complete equipment, systems inventory and related replacement schedule.
- A capital project, capital maintenance and equipment/systems replacement framework document that operates with a 10-year life cycle.
- A quarterly meeting of the working group to review existing projects and update as needed.
- A tool to help staff plan and budget for repair/replacement and document purchases.

Status Update

Staff have created an expansive Excel workbook to be used that details projects/equipment, date acquired, original cost, estimated lifespan and budget estimate for replacement in the appropriate calendar year; a 3% inflation factor per year is applied as well.

- Includes tabs for all facility and program areas (Admin, Performing Arts, Woodshop, Fitness, Ceramics, etc.)
- Stored on shared drive accessible to cost center managers and program directors who will be responsible for updating their information via the working group.
- Working group includes: Deputy Director, Director of Facility Services, Building Engineer, Theatre Technical Director, Director of Aquatics and Director of Leisure and Learning.
Staff will continue to refine and update the workbook. Staff are exploring potential software programs (e.g., Dude Solutions, Maintenance Connection, UpKeep) to allow for easier tracking and calculations of replacement costs and schedules, streamlined work ordering, and the ability to generate a variety of reports.

Questions?
BUDGET ADJUSTMENTS/PLANNING – FY20 and FY21

**FY20 Adjustments to Planned Activity**

<table>
<thead>
<tr>
<th>Description</th>
<th>Personnel Costs</th>
<th>Operating Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Survey</td>
<td>Existing Staffing</td>
<td>Contract: up to $150,000</td>
</tr>
<tr>
<td>RCC Celebration/40th &amp; Terry L. Smith Aquatics Center Re-Opening</td>
<td>Existing Staffing</td>
<td>Contracts: up to $30,000</td>
</tr>
<tr>
<td>New offsite concert series – Reston Station</td>
<td>New staffing – TBD</td>
<td>Contracting: $32,500 (13 weekends @ $2,500)</td>
</tr>
<tr>
<td>New offsite programming – Reston Station</td>
<td>Existing and New Staffing – TBD</td>
<td>Budget for new costs @ $15,000</td>
</tr>
<tr>
<td>New offsite lunchtime series – Reston Town Center</td>
<td>New staffing – TBD</td>
<td>Contracting: $8,000 (8 new events @ $1,000; absorbed by existing resources, not new funding)</td>
</tr>
<tr>
<td>RCC Website redesign (following survey report)</td>
<td>Existing Staffing</td>
<td>Contract: up to $100,000; may carry over to FY21</td>
</tr>
</tbody>
</table>

**Budget Adjustments by Category FY20**

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget Adjustment</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>Net add of $400,000</td>
<td>Reflects new estimate of tax revenues for 2019; lowered estimated program revenues.</td>
</tr>
<tr>
<td>Personnel</td>
<td>Adjustments pending (impact will be absorbed within existing resources but will likely require reallocation across various cost centers to fund each affected cost center adequately).</td>
<td>Will reflect reclassification of positions in Programming and Administration due to reevaluation of agency requirements, increased offsite programming and expanded aquatics venue.</td>
</tr>
<tr>
<td>Operating</td>
<td>One-time added resources to FY20 described above; new annual recurring costs of $47,000; reallocation of funds of $100,000 to “Community Collaboration and Opportunities” cost center to accommodate out-of-cycle programming opportunities on a pilot basis.</td>
<td>Reflects likely addition of new programming offsite to core programming expenditures as well as the need to have funding in each cost center more closely aligned with the actual spending of those cost centers and to permit for new pilot programs/services options.</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>FY20: Aquatics Renovation/Locker Rooms: pending – estimated $100-120,000; will come from project savings.</td>
<td>Reflects estimated costs for locker room replacement of shower partitions, floor tile, lighting to LED, and new lockers.</td>
</tr>
</tbody>
</table>

**Budget Impacts to FY21 Budget Preparation – Outline to Finance Committee in April**

- FY20 Adjustments to core budget as described above. Refine pending estimates.
- Implement budget category reallocations.
- Maintain estimate at FY20 for projected tax revenue.
- Replenishment of RCC Reserves categories – increase Capital Project Reserves to $3,500,000 from $3,000,000.
- Plan for impacts of the Community Survey; added offsite programming – assure allocation to “Community Partnerships and Opportunities” to accommodate.
- Add Capital Projects/Capital Maintenance items per Framework.