MEMO

Following are some general comments and a process recommendation following the public input period for the strategic plan.

We have reviewed and organized the public feedback received on the draft strategic plan. This included over 300 comments in the survey instrument, several documents/memos e-mailed to the Center, and comments received in person at the hearing on July 6, 2022. All input received will be available as an addendum to the plan.

The comments generally fall into three categories: a) specific comments related to a goal or some wording in the plan; b) general comments about the plan direction; and c) comments regarding the Center more generally but not related to the content of the strategic plan. Further, there are clearly comments by members of the general public as well as more detailed comments by stakeholders who are very familiar with the inner workings of the organization and/or facility(ies).

A strategic plan is a roadmap of the future direction for the organization. It serves as the guidepost for future decisions regarding the specifics of implementation. Future program plans and budgets should have clear reference to the priorities of the plan, but the decisions regarding action steps may change over time to better attain the goals as stated.

The purpose of this memo is to highlight areas where there was sufficient input or feedback regarding aspects of the strategic direction of the organization. Governing board and/or staff members may reference the many practical ideas contained in the public feedback as future implementation plans are developed.

**Issue #1:** Service delivery recipients. There are several comments suggesting that plan references to the broader McLean community or region are ill-placed, and that MCC programs and services should be targeted solely for the benefit of the Small
District 1A – Dranesville taxpayer. Further, the Center’s role in maintaining the community “small town feel” is a priority for some.

**Issue #2**: Innovation and change. There are many comments that suggest that some taxpayers of Small District 1A – Dranesville do not support the level of ambition reflected in the plan. References to technology, innovation, and risk appear to trigger a reaction against growth. Further, several questioned the reference to aligning staff capacity with desired programmatic outcomes (Goal 4, although this strategy actually ranked high in the overall ranking) and the environmental sustainability initiatives referenced in Goal 5 as adding unnecessary expense.

**Issue #3**: Role of MCC in assisting community organizations. Both the Chamber and MCA requested that the mission be reverted back to its original mission:

> “McLean Community Center provides a sense of community for residents of Small District 1A-Dranesville by offering programs, **assisting community organizations and furnishing facilities** for civic, cultural, educational, recreational and social activities.”

Other respondents focused on wanting local artists and organizations to be the primary beneficiaries of the center, and yet others requested more specificity as to the notion of partnerships – who could become a partner, how that would be decided, what the benefits of partnerships would be, etc.

Finally, some took issue with Goal 5 Strategy 4 “Explore ways to diversify MCC’s revenue mix,” believing that MCC would begin to compete with local non-profit organizations for philanthropic dollars.

**Issue #4**: Political neutrality. We know this is a divided time, and there are as many positive comments about fresh new programming and efforts to reach diverse audiences as there are negative ones about not forcing a social justice agenda.

**Issue #5**: Roles and responsibilities. Language within Goal 5 Strategy 1 (“**Conduct staff training on the role of the board as the ultimate governing body**”) has been questioned as to its alignment with the MOU and Fairfax County policy. Further, clarity on roles and responsibilities of board vs. staff members has been a significant strain throughout the planning process, and an internal survey revealed that neither board nor staff believed there was sufficient clarity of respective roles and responsibilities.

Additionally, alignment with One Fairfax ranked low as a strategic priority and several comments suggested that MCC should be independent from the County.

We believe that this issue will take time and work to resolve, with support and input from the County. We recommend that the strategy be reworded as follows:
1. Embrace best governance practice.
   a. Work with the County and outside board development counsel to develop and implement a board and staff roles and responsibilities.
      i. Clarify the boundaries of policy vs. implementation.
      ii. Create a governance committee to conduct board orientations and recommend methods to enhance board member satisfaction.
      iii. Clearly delineate which policies are the purview of the County and which the governing board.
      iv. Conduct staff training on the role of the board as the ultimate governing body.
      v. Structure Board committees to support Board engagement in policy, community relations and governance.

As to the first four issues, we would not characterize them as disagreement with the overall direction of the strategic plan. Rather, we believe these four issues require care in implementation planning to move at a measured and meaningful pace, with transparent operations and a continual feedback loop.

Next Steps

Along with the public comments there was a prioritization mechanism to allow community members to have input as to the relative importance of various proposed strategies to the achievement of the strategic goal. Those results are also attached to this memo. Wednesday’s workshop will have two parts: a) to discuss and gain agreement on the strategy prioritization and b) review and discuss the above issues and determine what, if any, changes should be made to the draft strategic plan. Following that work MCC should be in a position to take up adoption of the plan at its regular meeting on July 27.

Please let me know if you have any questions.
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<tr>
<th>Goal</th>
<th>Strategy #</th>
<th>Description</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td><strong>HIGH IMPORTANCE</strong></td>
<td></td>
<td>Strategies that more than 75% of respondents ranked as Very Important or Important</td>
<td></td>
</tr>
<tr>
<td>Welcome All</td>
<td>3</td>
<td>Develop / expand existing programming that helps people make new social connections.</td>
<td>85%</td>
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<td>80%</td>
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<tr>
<td>Be Visible</td>
<td>1</td>
<td>Use social media and digital resources to broaden, deepen, and diversify our reach.</td>
<td>77%</td>
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<td><strong>MEDIUM IMPORTANCE</strong></td>
<td></td>
<td>Strategies that 74% of respondents or less ranked as Very Important or Important</td>
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<td>Foster habits of generosity in our community.</td>
<td>74%</td>
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<tr>
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<td>Engage local community enterprises (e.g., real estate, restaurants).</td>
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Goal 1: Be visible

Marketing/Digital Outreach

Access to MCC is central and well marked.

Visibility

Clearly the focus is strategic but it might be more helpful to enumerate some more conventional media by example eg road signs, posters in local businesses etc.

If MCC truly wants to be the center of the community, the community has to know about it! The McLean community needs to be aware of the offerings and the resources available.

Signage throughout McLean will help.

Present location of MCC is central and well marked.

Marketing/Digital Outreach

Not necessarily using more social media, but make sure the website and newsletters are comprehensive and timely.

I would suggest some leaflets about MCC programs at the libraries and schools, PSAs on the radio, publicity in other newspapers. I think younger people get info on some social media, such as Instagram.

Would like this goal to focus on emails and postcards with QR codes like the one advertising this survey.

I love when I see activities posted via social media.

Social media is very important these days especially with the youth.

Partnership

Collaborate more with community groups, businesses and schools on ideas, events and resources.

Work with local non-profits to sponsor recreational and cultural events outside the walls of MCC and OFTC.

Getting the community involved with restaurants and non-profits would be great, and making this visible socially.

Feature people in the community to do community spotlight and get to know the businesses and neighbors.

Accessibility

Update the website and have an easy-to-use online registration system for users.

Regarding the Old Firehouse and other locations, work with the community and county to make them not only more visible but SAFER - parking, accessible bye walking, etc.

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Highlighting Major Themes + Verbatims

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I think you're visible by providing excellent programming, classes, and community events that people want to attend. I don't think a larger social media presence is important to that. Having registered my children for classes over the years, the system isn't the easiest to use. I'd update the website and have an easy-to-use online registration system for users. It's also important to have excellent on-site staff to help people with questions (they have been in the past).

Your choice of music artists does not reflect the community paying taxes to support the MCC.

Most of us who pay the tax for the MCC should get programs for our needs. For much of what is being done is for those who don't pay the tax and it creates many other problems (like traffic). I think you should be less visible to those not part of Small district 1-a.

Visibility

I'm not aware of McLean teens having a hard time finding the OFTC. Have teens been canvased about this? Certainly when my son (now a young adult) was a teen, he and his friends were all well aware of the Center.

How visible does the MCC really want to be?

Think about using decalcs and schools to raise awareness and visibility.

Be visible to the community of McLean. It is important to include McLean (Fairfax?) in the goal.

The majority of McLean residents generally agree that keeping the sense of small town/village is a major priority in our choice to live here. Signage, therefore, takes on greater importance than in many communities with loud, brash signage. Therefore, any signage associated with making MCC and OFC more visible would need to be tasteful and in keeping with the general, rural feeling McLean residents have struggled to preserve over the years.

Visibility promotes engagement

The MCC truly wants to be the center of the community, the community has to know about it! The McLean community needs to be aware of the offerings and the resources available.

I moved to the area from the west coast four years ago and found you very easily. At the time the building was under construction but I was still easily able to attend events and participate in classes with my child. I like the letter board that announces upcoming events on the corner of 123 and Old Dominion. It's how I've seen upcoming family events like Bingo and musical offerings. I've never considered the MCC needed help with visibility.

A great first step for visibility would be to define small district 1A - Dranesville. I've lived here 30 years and had to look it up!

To be more visible, you should reduce the high prices you charge for renting your community spaces and be strategic about marketing them. For example, if your rental was more reasonable, more parents would book them for birthday parties. If you had more birthday parties, dozens of your target audience (kids) would see your center and their parents might pick up flyers for classes. Same holds true for senior citizens, if they could rent your space more reasonably for card games, family reunions, events, or the like, they would bring their network into see your other offerings. Another issues, you have a lot of space for people to hang out, but I rarely see anyone hanging out. There don't seem to activities going on that invite people to relax there. For instance, if you had a coffee bar in the center or nearby, more people would meet at the center to socialize or network. Or if you had a workout room, people would stick around to exercise after their class is over. Or a bocce pitch orshuffle board for seniors, with shaded tables or benches. Finally, if you want to serve working age adults, you might want to consider setting up professional networking events, support groups, or book clubs. There are tons of working adults that now work from home who are looking for ways to break from the isolation of working from home, while staying close to home."

Appeal at important events

The community center should be in downtown McLean like the Firehouse.

Present location of MCC is central and well marked.

Signage throughout McLean will help.

I think the sign at the corner of Dooley Madison and Old Dominion is effective. I don't use social media and in general I think we should be encouraging our teens and young people to use it less. Would like this goal to focus on emails and postcards with QR codes like the one advertising this survey.

Instead of technology staff should put boots on the ground to reach people.

Objective to expand MCC's community footprint is too vague - should be clarified that it doesn't mean physical (beyond Small district 1-A) rather digital and awareness increase visibility from the Old Dominion / Dolley Madison intersection, which is one of the busiest crossroads in our region

Concerns

I have a huge problem with diversifying your outreach. I get it, be inclusive of all McLean residents without being woke or politically correct. The MCC did fine until last year, now the programming, the election and the direction of the Center is very controversial. Bring us back to just enjoying our community without pandering to different gender identities. I strongly urge you to find a new director, Mr. Singh has caused a lot of unwarranted controversy in our small community.

Please don't make McLean Proper like all the other town centers in the area. McLean is unique and staying that way is a big plus for McLean residents and visitors.

This goal seems more focused on the Board trying to make the Board more important rather than be helpful and a part of the community. The last election was a great example of the Board focused on itself rather than the community. Make no mistake - that is the impression MCC gave.

You all are liberal cretins and I wish I never had to give you a dime. You do not represent me and you make me sick. Stop indoctrinating our kids groomers.
Goal 2: Welcome all of McLean and its global community

**Highlighting Major Themes + Verbatims**

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<th>Cost</th>
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<td>Offer comfortable outdoor furniture, shade, and cafe for people to socialize informally. Group registration by age, interest and other ways to search for and find programs. We visit but rarely think of it as a place for longer visits. If I think of it as a place to take a class for which I have registered. Just having a pleasant space away from home where I can read or work is enormously valuable.</td>
<td></td>
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<td>Add some affordable options for family and children activities. Consider a cheaper rate for non-profit organizations. Sometimes your courses are too expensive. I think you all need to revisit the cost of rental space.</td>
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<td>I would like to see more focus on programs for adults who are no longer teens and not yet seniors. Provide high-quality programs for different group of people, especially for children. I would support trying out weekend game programming at the OPTC -- and continuing it if it is popular. I don't think it should be supported if it's not well attended.</td>
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| Community |
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| Welcoming all does not mean drag and other events that sexualize young children. You are sick for supporting that stuff at the library and community center. |
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| We are a diverse community and all pay for the community center. So we should all see ourselves in the programming and staff at the community center. |

**All comments on Goal 2**

**Accessibility**
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- Offer delicious, affordable, grab-n-go, for people to socialize informally.
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**Community**
- More community events would be great.
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**Diversity**
- We are a diverse community and all pay for the community center. So we should all see ourselves in the programming and staff at the community center.
I think it is important to welcome all. My one comment is how you define that. The detailed report I read includes information on racial demographics, which shows that our population is still predominantly White (74%) and Asian (18%). I think the more important question for our community is the age demographics. I agree with the graph on p. 21 of the report, which talks about future priorities. It shows that our community still greatly values programming for younger children and seniors (middle and high school kids are very involved in school-related activities, so probably don’t use the MCC as much during those years). However, it would be great to have “adulting” classes, such as learning to cook, babysitting (you used to have a class in babysitting basics), job skills. We’ve always enjoyed the summer offerings of art classes and other camps for younger kids through elementary and middle school.

Also, use a diverse group in pictures for advertising events

Programming

I would support trying out weekend game programming at the OFTC — and then continuing it if it is popular. I don’t think it should be supported if it’s not well attended. I can’t answer strategy for lack of information. What sorts of amenities are being considered and to what end?

Things should also consider how international the McLean area is.

Find programming of GENERAL INTEREST to our community!

Provide high-quality programs for different group of people, especially for children. MCC’s program offerings are so lacking compared to nearby community centers. It’s so hard to find good programs for young children.

I would like to see more tours, specialty day trips.

There should be programs for people to get to know their neighbors

Genealogy is something that many of us find of interest. MCC should offer classes in this area (similar to Arlington County).

The course registration and advertising would really help. The programming is all ready pretty good. The issue is getting the word out. I think a little coffee stand would help folks stay longer at the facility too — more social.

Would like to see international festival with food and dancing. Maybe a pollinator garden where a master gardener could give lectures. Some type of observatory for nighttime stargazing programs? Regular, cheap exercise offerings for moms and/or seniors. A way to bring seniors and young kids together? Teens and therapy dogs? A craft exhibition + fair of local artists more than once a year would be great!!

I think the programming and website are fine the way it is now

I would like to see more focus on programs for adults who are no longer teens and not yet seniors

Amenities are great. But I never think of coming by — think of it as a place to take a class for which I have registered. Please reach out to parents of high school and young adults with developmental disabilities and target some inclusive programming to us. How about a best buddies program at the community center?

Inclusive programming is exceptionally important for MCC! It cannot only be a place for certain parts of our community. It needs to be a place where everyone feels at home and feels a purpose being there.

I haven’t been to MCC since the start of the COVID-19 pandemic, so reaching out to the community and creating inclusive programming would be great!

More classes outside of the 9-5 workday PLEASE. We love the community center but have trouble making it to classes while juggling full-time employment!

The community is growing with young families. Include family-friendly and safe events that are appropriate for all ages.

Equity is used multiple times. This is the One Fairfax agenda, but MCC will continue to offer the wide array of programming that appeals to all the demographics.

Questions/Concerns

Stay in your lane. Remove reference to the global community and focus on Small District 1A Dranesville

Also, use a diverse group in pictures for advertising events

Notes All of McLean include non-Small District 1A residents?

What is a “one-off” volunteer?

What does welcome to all mean? These questions do not offer any insight into what you mean. Do you need more openings/performance/classes to accommodate interest? Do you still maintain mother and me and daddy and me events with one parent for a special bonding event with child? Do you offer more chairs and free water for staying longer? Do you change the hours of events to accommodate working parents/adults?

A poor start for the new MCC Board. The questions are very vague and should be rewritten and the survey reissued. Survey needs a box to check for poor question or what does this mean. 1) Identify and prioritize distinct McLean communities. What does this mean? Identify neighborhoods? Say what you mean. When you prioritize anything you run the risk of excluding some residents or groups. Bad idea. 2) Revamp course registration and website features to help users find offerings in multiple locations. What does this mean? Multiple locations where? On other platforms? Funds expended unnecessarily again for software. 3) Develop/expand existing programming that helps people make new social connections. Again, what is suggested here? Aren’t all programs already doing this? Explain what are these programs? 4) Explore weekend game programming at the OFTC. What kind of gaming? Rewrite and resubmit question. 5) Invest in amenities to encourage longer and more comfortable visits. Is survey asking if new furniture and maybe some new TVs, other electronics should be purchased? Beds for overnight stays? Rewrite and resubmit question.

What is weekend game programming? It seems more tactical and it is not clear how it aligns to the goal

How long should people stay? All night? Vagrants welcome? Need to define time allocations.
Goal 3: Invite Discovery

Highlighting Major Themes + Verbatims

Service and Intergenerational Connections

Fostering generously and giving back to the community are important goals. As is the intergenerational goal. McLean has a diverse age range and combining those two goals could be a ruosing success. MCC could also be a place for community service to foster intergenerational connections.

Learning/Training

I think it's important to provide classes and opportunities to learn and build skills. The learning programs are some of the best things MCC has to offer. Training opportunities can help youth develop skills and habits that will help them better prepare for their first summer job or part-time job after school.

Programs for kids, teens, seniors and courses for work retraining are all very important.

Intergenerational

I think it's very important to encourage intergenerational community. The youth and the elderly have a lot to learn from each other, and all ages can work together to promote our community.

Cost

The goal is good, but I never see anything for the tax dollars given. If there is a charge for an activity, then I will not participate and will wait for a free activity. Present all courses and other wonderful courses are too expensive. McLean community instructor led courses are much more expensive than similar offerings at Vienna Comm. Center, why is that? Many more would sign up for courses but they are too expensive.

All comments on Goal 3

Circumstances, family concerns and/or challenges, and perhaps professional challenges and highlights. This would not be a one-session situation, but rather a series over a period of time (weeks or months)

Intergenerational

I think it's very important to encourage intergenerational community. The youth and the elderly have a lot to learn from each other, and all ages can work together to promote our community.

Stay in your lane. Remove references to the region and focus on Small District 1A Dranesville

Stay in your lane. Remove references to the region and focus on Small District 1A Dranesville
Goal 4: Showcase excellence

**Major Themes + Verbatims**

**Evaluation**
There should be an evaluation after each program/class offered. Staff need to track and measure success.
Your evaluation practices are already evident through general public outreach and communication after programs, although I don’t know what is done with that information afterwards or if it is shared with the community.

**Risk-taking**
I believe we need to try some new programming ideas, and giving the opportunity for failure as a learning experience will provide MCC this opportunity to explore creative new ideas.

**Excellence**
Care must be taken if you choose to define excellence. There is a very broad range of excellence when you take into account the broad diversity you are seeking to present.

**All comments on Goal 4:**
Goal
Do a good job with staffing and programming. Do not be like FDICs and waste tax money on shirky useless new technology that doesn’t work or novelty software that just costs money and provides no value.

Evaluations
Your evaluation practices are already evident through general public outreach and communication after programs, although I don’t know what is done with that information afterwards or if it is shared with the community.
Measurement of success is very difficult. By attendance, financial return, return participants on servers beginner to advanced.
There should be an evaluation after each program/class offered. Staff need to track and measure success.

**Excellence**
Care must be taken if you choose to define excellence. There is a very broad range of excellence when you take into account the broad diversity you are seeking to present.

**Programming**
Although this is not really showcase excellence I would like to see more classes such as Tai Chi's and Yoga delivered outside or outside undercover.

**Risk**
Risk-taking
I think there are a number of classes that the MCC traditionally has offered that families have greatly valued over the years (Music Together - so wonderful for our smallest residents), art programs (some in conjunction with the MPA), various exercise classes, cooking, etc. I would think you'd find out which are valued and which not by enrollment.

**Cost**
All comments on Goal 4:

**Staff**
MCC staff is amazing in their education level, career specialties and professional experience. McLean is fortunate to have such a strong base of professional staff who bring their expertise and skills.
Staff capability may have more impact on achieving this goal than simply staff capacity.

**Questions/Concerns**
This is an exceedingly difficult to assess. The Strategies are somewhat opaque. What on earth is meant by "crafting a definition of excellence that aligns with MCC's purpose, vision, and mission?" Excellence is easily defined so what needs to be "crafted"? What does align staff capacity with desired programmatic outcomes? Seriously, I am an attorney and can not understand what you are talking about.
Are you suggesting the need to have sufficient staffing to carry out your programming? That would seem obvious. Or are you suggesting something else? And if so, what? As for Strategy 5, what do you mean by "bold?" I think programming should be thoughtful and carefully geared to the Community the Center serves.

"Failure" is a poor and highly undesired outcome, which should be avoided by smart, thoughtful, and considerate planning.

I don't know what you mean by "bold risk taking." The way these questions are designed, most everyone is going to check-off important. Very important. For example, who is against "excellence"? Like with Goal 3, Goal 4's Strategies would benefit from some clearer language. E.g. what does "reimagine" even mean in this context? This goal seems to have been written with a problem in mind that I pretend to solve. Maybe articulate what that problem is, or at least be more explicit about the outcome being sought (hence I rated a definition of "excellence" as being "very important.")
Most of these objectives and strategies do not entail or result in a measurable goal.

Specify what capacity means.

Attended the Ben’s Chili Bowl virtual experience and there was only one attendant and it took forever. The star was very inefficient and struggled. It would have been great if he had been trained better or had a colleague with him. It was a frustrating experience.

I attended the MCC the way it was before Mr. Singh became the director. All these goals can lead to more woke programming which I do not want to support through my tax dollars. BRING BACK THE OLD MCC PROGRAMMING!!! Leave it alone, it worked very well!!!

This is squishy bologna. “Showcase excellence”...? McLean already does an excellent job – at least until Mr. Singh took over. He has completely demoralized the staff and alienated its residents with his continued messaging that we are not adequately serving the community. (That actually goes for the MCC board as well. It has been taken over by political party activists with less interest in providing “excellent” facilities and programming to the community as they are elevating their political profiles and promoting their personal political priorities through programming.) It’s unfortunately because in the long-run we are less likely to achieve excellence than we are a complete unraveling of the community/volunteer-driven center that has served us so well since its inception.

Some of wonderfully talented kids remain in the shadows and unnoticed. I know a high school violinist who was consistently in the top 5 best performers at the state level during the entire 4-yrs HS duration and was barely known in the local community. We need to encourage and recognize more such talents.

1) Craft a definition of “excellence” that aligns with the MCC’s purpose, vision and mission. The new Board should get on with their work. 2) Re-imagine evaluation practices to increase transparency and evaluate performance around programming. This may be a good goal to increase transparency and performance should be fairly easy to evaluate but why does it need to be “re-imagined”? Vague. 3) Research new ways to deliver programs. Concentrate on delivering programs at MCC for now before expanding your authority and expenditures. 4) Align staff capacity with desired programmatic outcomes. If this is a request to hire more staff then say so. If these new strategies require additional staffing then no. Tax district residents already pay significant burden of wages and benefits for MCC. 5) Encourage bold risk taking with permission to fail. This is not a Fortune 500 company. This survey and MCC Board are seriously out of touch.

Sounds good but don’t get weird.

Again, this is not helping the community. And hiring out to consultants? Seriously?
Goal 5: Model sustainability

Environmental Sustainability
Being a source of communication for McLean residents and businesses on issues of sustainability. Providing demonstrations on what can and can not be recycled in Fairfax county. The recycling efforts around here are so poor. We really need to do more, lead by example (eliminate all use of styrofoam, reduce drastically plastic use) and incentivize the community to take action at the personal level.

The terminology of "staffing and accountability" is problematic if the Governing Board seeks to interpret this as exerting greater authority over the MCC staff. There is reference in the report to the Governing Board being the "ultimate governing body." This notion is counterproductive because board members are supposed to be supportive of MCC programming and staff - not against them. The board has, at times, demonstrated that they have little or no interest in responding to requests from the governing board to question and support programs. Best practices for local boards recommend supportive and positive structure in relation to staff and local residents - not criticism or negativity.

MCC Governing Board and staff relationship needs to improve. As of now, there is an impasse and lack of mutual understanding because the current Board is explicitly trying to over-reach in its control.

County/One Fairfax

The Plan should have a principal goal enhanced financial transparency. The Plan should also reaffirm MCC's long standing practice of focusing programming and providing discounts on programming to Small District 1-A Dranesville residents. The Plan's goal to diversify the revenue mix should not entail de-emphasizing Small District 1-A Dranesville-centric programming or events. A more detailed objective, strategy and tactics in how MCC will be able to financially support the Plan is needed. This section needs to be more explicit in how MCC will steward financial resources.

Strategic Plan Feedback

All comments on Goal 5:

Cost/Finances

I'm concerned about the Plan's statements regarding Energy and Climate Action. As I recall, MCC plans on installing electric car charging stations to the tune of lots of money. Revenues aren't coming in with non-profit organizations for fundraising. A more detailed objective, strategy and tactics in how MCC will be able to financially support the Plan is needed. This section needs to be more explicit in how MCC will steward financial resources.

Board/Staff

Staff is concerned by the statement "Conduct staff training on the role of the board as the ultimate governing body." This is inaccurate and inappropriate. First order of business is fixing the dysfunctional relationship between the board and management, which includes removing political operatives from their board seats and allowing management to do their jobs. Second order of business is get someone who understands finance to run the budget. Third order of business is to remind ourselves that the MCC is by McLean, for McLean. That means One Fairfax is completely irrelevant as long as the current MOU stands.

The terminology of "staffing and accountability" is problematic if the Governing Board seeks to interpret this as exerting greater authority over the MCC staff. There is reference in the report to the Governing Board being the "ultimate governing body." This notion is counterproductive because board members are supposed to be supportive of MCC programming and staff - not against them. The board has, at times, demonstrated that they have little or no interest in responding to requests from the governing board to question and support programs. Best practices for local boards recommend supportive and positive structure in relation to staff and local residents - not criticism or negativity.

MCC Governing Board and staff relationship needs to improve. As of now, there is an impasse and lack of mutual understanding because the current Board is explicitly trying to over-reach in its control.

Environment

Love the idea of a compost arena!

Compost drop off programs for households would be great. Not everyone is able to set up their own compost. MCC parking lot should be reduced and possibly used for gardens. It is never full!

Let organizations founded on helping the environment do that. That is not the MCC's mission. Obviously everyone cares about the environment and will make the right choices when given them, but focus on classes and classes and classes that bring people together.

The recycling efforts around here are so poor. We really need to do more, lead by example (eliminate all use of styrofoam, reduce drastically plastic use) and incentivize the community to take action at the personal level.

Environmental sustainability is very important, and I'd be excited to see MCC as a pioneer for local and regional initiatives!

Need to get much better at recycling everyday objects such as batteries

You need to at least think about reducing environmental sustainability (which is very important) with a bureaucratic and organizational goal of sustainability as an entity. That is not helpful. The focus should be on environmental sustainability.

Surely most people in this area want MCC, like businesses and homeowners, to act in an environmentally sensitive manner. But do MCC facilities actually have a significant environmental impact, particularly one that requires analysis and formal actions, rather than staff simply using information easily obtained in the public domain?

Using our resources effectively rather than to over-reach in its control.

Why isn't MCC taking basic steps to advance sustainability? Recycling bins, use of renewable products, etc. It's like the MCC isn't aware of what every other local facility figured out years ago. I wake into that building and it seems stuck in the distant past.

MCC adheres to all county guidelines on environmental sustainability. We don't need to over-emphasize this topic everywhere.

County/One Fairfax

One Fairfax doesn't fit here - move to making it welcoming section

One Fairfax is a ridiculous initiative, best to ignore it.

One Fairfax is extremely unpopular and will polarize the MCC against some of its loyal citizens.

If you want all this, move to Falls Church, they are all about sustainability. NO ONE FAIRFAX. I DO NOT want the MCC to be turned over to the Fairfax County Board of Supervisors if that is what Strategy 2 is implying. They are too vaque, too open ended to be able to respond responsibly. A waste of our $ for this consulting firm.

The MCC should lead by example but should not be captive/restricted by the Fairfax standards. We are separate and should do our own thing reflecting our own community goals (not Fairfax's). The Plan's goal to diversify the revenue mix should not entail de-emphasizing Small District 1-A Dranesville-centric programming or events. Best practices for local boards recommend positive and supportive structure in relation to staff - not criticism or negativity. The MCC should lead by example but should not be captive/restricted by the Fairfax standards. We are separate and should do our own thing reflecting our own community goals (not Fairfax's).

You don't tell people what Fairfax County Sustainability Vision is so we can't know how important it is to MCC. What partners are you talking about? Many of these questions lack context and that makes them impossible to answer.

I am poorly informed about the Fairfax County a sustainability vision and thus could not meaningfully respond to this goal.

Additional comments on sustainability

I personally would like to see this mainly in the area of socioeconomic and handi-capable access.

Require partnerships to model sustainability also

The MCC should lead by example in sustainable practices as everyone should. As an aside I do not think they should provide an electric car charger though, it seems right outside their remit.

Being a source of communication for McLean residents and businesses on ways to encourage sustainability. Providing demonstrations on what can and can not be recycled in Fairfax county.

"Sustainability" is being applied in inconsistent ways. What does One Fairfax have to do with environmental conservation. There is, however, a certain irony to this study promoting the idea of fiscal responsibility while hiring an outside consultant to fix problems no one (except for the current activist Executive Director and MCC Board) perceived as existing. Furthermore, rumor has it that the firm that has been contracted to do this 5-year study has a personal relationship with both Mr. Singh or member(s) of the board. Was this contract completed or was it awarded on a sole-source basis. That should be shared in the spirit of transparency.

Consider using every publicly owned building in the county before suggesting that residents drive their big gas-guzzling SUVs into McLean every time they want to participate in MCC offerings. How truly sustainable can we be if we continue to act in such a manner?

Sustainability goals should not overshadow the actual performance and financial accountability of the MCC. Edits hard to measure and quantify and detracts from legitimate performance metrics.

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Questions/Concerns

Against it. Strategy 2 if not impossible, to understand what is meant by strategies 2, 3, and 4. I strongly object to any relinquishment of control over the purpose, mission, or operation of the MCC to the County of Fairfax. The MCC is just that a "community center for the residents of McLean -- and if funded by tax dollars from the residents of McLean.

I have no idea what model sustainability means. Whatever it is it is sure to be something of great expense. Always is.

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Your survey is too long, and I don't know if it's appropriate for the general public. Wouldn't this survey be best suited for the Board of Directors.

Survey needs a link to Fairfax County Sustainability Vision and One Fairfax initiatives and principles. Make it easy to find these things.

1) Embrace best governance practice. What is meant by this? Vague.
2) Develop and implement a matrix staffing and accountability mode. What does this mean? If it means supervise workers, then yes but Tax District residents assume this was already being accomplished.
3) Explore ways to diversify MCC’s revenue mix. There is not much incentive for MCC to do this when they already receive mandated tax dollars.
4) Integrate One Fairfax initiatives and principles throughout the MCC/OFTC. What does this mean? Rewrite and resubmit question.

Not wasting resources is a good thing but a lot of this stuff above makes no sense apart from sounding good. “Embrace best governance practice”, what the heck does that mean apart from being pleasing to the ear? You may as well have put “correct horse battery staple”

You used way too much jargon in this set of questions. I don’t know what most of those things are. Should MCC be a model green community - yes. What kind of partners would this entail?

Do not initiate political goals into the MCC. As soon as this happens, people will stop coming.

These goals are laudable, but may need to take a back-burner at the moment since it sounds like the MCC is having financial troubles. I'd focus on the fiscal health of the MCC first, because if the MCC isn't around, it can't model sustainability.

Many of your decisions and plans over the 40 years I have lived in McLean suggest that you are an institution with too much money and no clear way to decide how to spend it. Both the library incident last year and the proposal for an amphitheater near Dolley Madison are examples of what is wrong. Providing programs for the community like the classes for kids, the amateur theatre, the Sunday afternoon concerts in the park, etc. are all wise ways to spend. Too much of your spending has gone beyond this. As for “One Fairfax” I strongly think that any efforts to be part of this should only occur when the tax funding for the community center is shifted to the county budget.

The first three are just you - again - focused on you.

We question the need and the wisdom and the justice of this action. MCC is currently beholden to the taxpayer and should remain such.

What is the objective of the statement “clarify and document MCC’s relationships with partner organizations?”
General Comments

Programming

Please stop having diag events at the library and community center. It's ridiculous that we encourage parents to bring our kids to this stuff. Boring!!!

Out promoting the gay community so much. People are people. You don't need to bring us the differences to young people like bringing diag queens to interact with young people.

Need to find more creative ways to encourage regular visits to MCC and become a meeting place for the community. Some of the current programming seems a bit "forced" as if trying to make a social statement rather than appeal to a broad audience. I'm usually not interested in the shows as a result. For me, it's all about the entertainment, not the statement. The best thing the Alden did was the Broadway princess party, which drew Broadway talent. I love musicals and beautiful singing.

No more gender identity programming. The majority of tax payers in Small District 1 are hetero- Sexual Have programming for us. Bring back the programming of the MCC that we all knew and loved before Mr. Singh arrived. Bring Back the ANTIQUE SHOW!!!

Other good programs that the MClean community wants. Not the place for political indoctrination

Out highlighting LGBTQ staff. Not the mission of the center. We can all live together.

Would like the center to bring back trips, day and overnight. Would like to see academic lectures. Continuing learning programs. NOT someone giving financial advice. Love the foreign movies.

We have not participated in any event at the Center for many years. It seemed to me to be more geared toward programming for children and one-day events.

I've noticed that the programming has become more diverse in the past couple of years and its extremely welcome. There are many younger families moving to the area that appreciate it. I have a child attending Campbell in McLean and it's a wonderful resource and I plan on sending both my kids next year.

I love the MCC building. The staff is very nice. I wish you had more entertainment in the Alden theater and more classes to help seniors, or others, keep up with technology. (How to buy a smart tv, for example.)

Cut staff time story hours for children

Should not be focused on bringing in outside groups. Focus on letting our local talent perform, finding things locals want to do and see.

Please do Sunday night movies for all ages

I would focus on the graph on p. 21 - programming that residents have said they want most from the MCC. I'd focus on those items first, and then if you want to, experiment with other new programming ideas around the edges and gauge feedback before expanding new initiatives. Incremental change is most prudent, not largescale changes away from what people are used to and what they most value from the MCC.

I also think people most value the MCC for its programmatic offerings. I think engaging with a lot of the social media is a waste of time (other than perhaps having a Facebook page where people could find you). The quarterly magazine with all the upcoming program and class offerings that are mailed to homes are crucial. I think that was how I first learned of the MCC many years ago when I first moved to McLean. Keeping up a robust website is very important. I personally ignore most other social media, so I don't want my tax dollars spent that way.

More attention to senior needs and instruction would be nice. If you are going to spend all this money why not import some professional theater companies or start one instead of slaving at a community level so there could be more plays or musicals for adults.

Don't waste time and money on elaborate stage that just sounds good but doesn't actually do anything meaningful for the community, just put out good shows and have good classes and activities people want to come to and you'll be successful.

There are a few programs/activities that work, but they should stick with what works and drop the stuff that doesn't. While the artistic community includes lots of homosexuals let's go overboard in welcoming them. It has been my experience that this is not a group of earnest people just trying to be accepted but a group of paranoid who want to spread their misery. Do you really want to invite them into a place with lots of our kids?

Stick with quality programming, not activism or political messages.

The overall impression is that the MCC is trying to do too much. It should be, namely, a local center for community-based entertainment and education. It should not be pursuing an ideological agenda for MCC. MCC offers wonderful programming covering wide topics and interests. Here the theater that brings some performances to Mclean without a big hassle makes attending events more accessible and easy.

Don't expend resources for activities already offered by schools. EXPLORE energy-efficiency of night time, after hours lighting. More activities like the "Touch a Truck" event. We have programs that do something like this in the surrounding area.

I feel as if the staff do not understand the focus of the Marion rooftop - I need to visit the Marion at least once to get a feeling for local band; families, dogs, couples, etc. Why is Mclean so late to the game on these types of events? Why can't this be a feature in our community?

Please make the Center more accessible when you propose to use the Center as social justice warriors and let the public decide. Not all agree.

Values: Innovation - "new, bold, unexpected" it is much more important to exercise good judgment while respecting broadly accepted community values.

Target demographics

Thank you for doing this. For years I felt we had no voice at the MCC and I really hope we can get some younger people on the board. The amount of families with YOUNG children in McLean has BOOMED and there is nowhere else for them to go. More current and fresh and fun. at all and the elderly are very rude and not kind at all - it's just sad. I've never seen a place like this. I feel us young people just annoy all the elderly. Where I grew up the elderly loved kids - here they just give me mean looks.

It's too bureaucratic for me. Involve more people in learning, in volunteerism, in creating community. Especially involve people of color, people with (developmental) disabilities, families, to be welcoming to new residents from diverse backgrounds. To LGBTQ residents. Foster understanding across cultures, reduce fear and ignorance. Create and expand community. Advocate for affordable housing models and zoning in privileged Mclean.

More community events for families (regular events in the park with music and food trucks).

Current underutilized so anything that gets more folks engaged is a positive.

I am a former go former governing board member and one of the biggest challenges is the MCC is to be viable ad relevant to all age groups and demographics.

Cost

Please provide more programming for families and youth with different price points.

After paying my taxes I'm only interested in activities that are free. To date, cards and book clubs do not meet my interests or expectations.

Provide free or less expensive classes and a greater variety of them.

Cost the cost of your programs, especially know for seniors.

This may not be applicable for this survey, but my opinion of your classes offered is there should be a way to make up a missed class. As it is, if it is necessary to miss a class, I have just paid for service I didn't receive. I do not sign up for classes anymore because of this.

The class prices are pretty ridiculous and need to be lowered or investors found.

Yes! Make the art classes and other courses more affordable especially for us senior citizens in McLean! Don't hire a third party to do MCC programming and then upcharging the expenses to those of us who already pay extra taxes for the MCC. Please look at prices that Vienna CC charges - much more affordable.

Fees are on the exorbitant side.

Facility

As a new resident, MCC is a place I hope to meet the neighbors. Would like to see an upgraded playground and more outdoor activities for families. Thank you!

MCC is the perfect place for all residents to get involved and make new friends.

The Old Firehouse Teen Center should be expanded for use by the entire community as a gathering place for everyone to reinforce the approved CBC plan. It is historic, a McLean landmark and in a central location. It could be developed for seasonal pop-up food vendors or similar pop-ups. It might prove to be a revenue stream for MCC. Teen programs could be integrated into MCC and OIFTC. Maximize the use of this space which already includes parking. Ice cream in summer? Hot drinks in winter? Snacks? Music?

Governance/Mgt.

DO NOT turn the MCC over to the Fairfax County Board of Supervisors. Fire Mr. Singh, who has been the source of the controversy since he arrived.

We should not align ourselves with Fairfax county - we are a McLean center and should stand alone.

The MCC is a local center for the community and it's important that the MCC be able to operate independently of the County.

I would like the center to bring back trips, day and overnight. Would like to see academic lectures. Continuing learning programs. NOT someone giving financial advice. Love the foreign movies.

Rentals

The MCC is massively underutilized. Every time I walk through it, most of the rooms are empty. Yet my friends and I hear that rooms are not available when they try to book a room. Please move to an electronic booking system, just like the Parks department uses, to show how the public facilities are available and let the public book those facilities online and in real time. And please listen to the community.

The staff of the MCC doesn't seem to want to listen to anyone -- and ends up with events with very low attendance. The community wants more local programming, not less. We elected a Governing Board to supervise the MCC, yet we don't see the staff actually doing what the Governing Board asks. All we see is the staff sitting at the desk and doing what they want. Never seen a more out-of-touch management team of a facility that is funded by the local community. Please make clear to the staff that they are here to manage this on behalf of the residents Special Tax District -- they should do something, anything, to show that they care what we think. Instead, the staff seems to do anything they want. It's time for the staff management to change in response to pressure from the community. Please move to an electronic booking system. Removes reference to all parking facilities and to assisted community organizations.

Why doesn't the MCC purpose, vision, mission and values say anything about facilities and dedicated staff?

General/Other

Thank you for all you do for our community!

Make results available as they become known.

Thank you.

It's fine the way it is run.

Please make the Center more accessible to readers: the purpose is to provide a unifying sense of community.

I didn't see enough in there about how MCC works with other MClean community organizations. Might be practical to discuss and invest in team building and co-planning with the Dolley Madison library. I have seen some sharp disagreements between the staff of the two organizations, of whom we would want to help their audiences, but often are working at cross-purposes rather than together. Acknowledging and making the best of the co-location and shared audience would be a useful goal for the strategic plan.

Retain previous mission statement phrase: by offering programs, assisting community organizations and furnishing facilities.
<table>
<thead>
<tr>
<th>Strategic Plan document</th>
<th>process</th>
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<tbody>
<tr>
<td>This survey is exceedingly opaque – perhaps intentionally so, I don’t know. I feel strongly that the proposals put forth for the future of the MCC should be straightforward in plain English so that the members of the Community can know and evaluate what is actually being proposed.</td>
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<td>None of the strategies are explained in plain ordinary non-governmentese. Glottalstop mostly.</td>
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<td>These questions are too broad and have terms without clear definitions.</td>
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<tr>
<td>It was hoping that there were more ‘concrete’ elements to the plan.</td>
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<td>This whole ‘plan’ sounds governmental. Too much governmental planning will take the soul out of the Center. This is a community center and not a ‘Fairfax County’ center. It is paid for by the community it serves and as far as I can see, Fairfax just gets in the way with all of their rules and regs. I know that the facility is in the County, but we, as residents pay for it and are the audience to be served. Resist County rules and political concerns.</td>
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<td>Does not seem to relate to concerns of people living in the district very well.</td>
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<td>The whole survey was questions, that most people would say are important. The answers are almost all going to be the same. I cannot imagine you will learn anything from the survey.</td>
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<tr>
<td>Thank you for this excellent effort. The exemplary recommendations from community centers other parts of the country are amazing. There is much to learn and develop from this excellent and comprehensive report. The future is bright and MCC staff will enjoy planning ahead once this strategic planning process is completed. Thank you to AMS for your excellent research models and your diligent work to incorporate all of the various input from the energetic public, community organizations, MCC staff and Governing Board members!</td>
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<td>Need to have concrete work plan to support the goals. Establish accountability system. Otherwise, this is just another thing on paper.</td>
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<td>And this whole survey filled with so much vagueness and consultant-speak to have been useless. I would fire the company that did it and hire one that would use plain English.</td>
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<td>Overview: I think such a strategic plan is a solution looking for a problem. The end game was clear from the start. And those of us who are close to and very familiar with MCC are acutely aware of what’s going on. One fundamental flaw is the use of community centers outside of the state as any kind of meaningful metric.</td>
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<td>Plenty of jargon and little clarity in what you are actually planning to do. I’m disappointed in the survey.</td>
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<td>Thanks for reaching out to the community–as the region navigates a new environment in the wake of the pandemic I’m excited to see adaptability and resiliency from MCC!</td>
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<td>The report is full of public world terminology. Be more inclusive of folks that are not so computer savvy.</td>
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<td>All of the various input from the energetic public, community organizations, MCC staff and Governing Board members!</td>
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<td>Thank you for the hard work that has gone into developing the draft plan. It is thoughtful and almost inclusive and sustainable. I have noted in comments my ideas of more (1) AGE DIVERSITY in the definition of inclusion, outreach, and access and (2) more NEIGHBORHOOD inclusion of facilities used for all. Thank you for the survey opportunity.</td>
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<td>Do appreciate knowing about it and being asked for my opinions.</td>
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<td>Please ensure you communicate with the McLean Community at large. Thank you!</td>
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<td>In general, we see a lot of bureaucracy in this plan’s attempt to divide the operations of the MCC into multiple areas of concern, and analyze them in mostly vague terms. Are you planning to issue some specific proposals that would substantially expand what MCC does in the community, and seek funding for it? If so, let us know what is being considered. We enjoy a few MCC events a year (mostly at Alden Theater, such as plays, concerts and McLean Project for the Arts exhibits, etc.), which already are very convenient and of high quality (sorry however that the Capitol Steps are retiring), and don’t really see a need for more expansion, much less one accompanied by big additions to administration, nor for costly quality reviews. For example, if you want to increase diversity of programming, in this relatively non-diverse community, to start put on some shows (e.g., jazz, ethnic music or dance) and see how much interest there is, rather than having intensive formal studies done.</td>
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<td>The opportunity to provide input is much appreciated. Thank you to everyone who worked on the MCC Strategic Plan and serves our community.</td>
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