



To: Daniel Singh, MCC  
From: Michele Walter, Meg Friedman & Rebekah Boggs AMS  
Date: April 18, 2022  
Project: MCC Strategic Planning  
Re: Objectives, Metrics & Strategies for review

## MEMO

This memo includes the AMS team's initial synthesis of the objectives, metrics and strategies crafted by the MCC staff, in alignment with the five (5) strategic planning goals below. **Please note that this is not the strategic plan. The following is a list of potential strategies, forwarded by the MCC staff against the approved goals. These strategies will inform a prioritization exercise with input from the public, the MCC Board and staff.**

1. **Be visible:** Make our buildings, programming, and activities visible and accessible to people of diverse economic, social, and cultural backgrounds.
2. **Welcome all of McLean and its global community:** Cultivate a warm, inclusive environment for all, becoming the flagship location for McLean's residents who wish to learn, play, relax, and connect.
3. **Invite discovery:** Provide opportunities to learn for people of all ages, interests, abilities, and backgrounds.
4. **Showcase excellence:** Deliver excellent programming in an operationally innovative fashion.
5. **Model sustainability:** Represent the utmost integrity in our use of financial, physical, human, leadership, and other resources.

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Strategic Plan-analysis  
*preliminary workshop*

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## **GOAL #1: Be visible**

Make our buildings, programming, and activities visible and accessible to people of diverse economic, social, and cultural backgrounds.

### **Objectives**

- Expand MCC's community footprint, including digital presence.
- Become more entangled with our community.

### **Metrics**

- Social media activity and engagement.
- Signage and public feedback on street-level visibility and wayfinding.
- Partnerships with local businesses/entrepreneurs (number and quality of partnerships).
- Website functionality (e.g., translation, Google Analytics).

### **Strategies**

- Engage the Board.
  - MCC Governing Board presence as ambassadors at all MCC public events.
  - Monthly board reporting of MCC related interactions in the community.
- Use social media and digital resources to broaden, deepen, and diversify our reach.
  - Expand social media department (broaden our social media presence with podcasts etc.)
  - Develop robust social media strategy throughout MCC.
  - Test MCC website for translation features (e.g., Google Translate functionality) and address any gaps.
- Make the MCC/OFTC easier to find.
  - Expand and integrate signs.
  - Explore the impact of (current and potential) streaming capabilities on MCC community reach.
  - Explore offsite/outdoor venues for programming.
  - Monitor downtown development to gauge whether MCC can be a partner/programmer in new spaces.
- Engage local small businesses (e.g., real estate, restaurants).
  - Team up with local realtors to have fliers and MCC guides in open houses in our Tax District.
  - Build partnerships with local businesses and organizations and cross-promote offerings with them.

## MCC Strategic Planning – Objectives, Metrics and Strategies



### **GOAL #2: Welcome all of McLean and its global community**

Cultivate a warm, inclusive environment for all, becoming the flagship location for McLean’s residents who wish to learn, play, relax, and connect.

#### **Objectives**

- Continue to enable/promote inclusiveness in programming.
- Explore alternative programs and ideas to make the MCC a more welcoming community center.

#### **Metrics**

- The MCC, especially the Alden Theater, creates and executes a high volume of diverse programs, reflecting a wide mix of genres and styles.
- Program participant demographics, retention, attendance.
  - Requires cross-departmental coordination to minimize competition between programs.
- Diversity of delivery formats, in programming and promotional/informational materials.
- Strategic approach to partnership management.
  - i.e., partner relationships are held at the department level; there is perceived benefit to coordinated partnership efforts.
- Physical accessibility of MCC spaces, including OFC.
  - Includes communication practices that highlight accessibility features.

#### **Strategies**

- Identify/create a role for a full-time Community Liaison and charge them with going into the community to share what the MCC/OFC has to offer, and to generate interest in programming
  - Invest time in making sure programmers are attuned to public priorities and needs; coordination with MCC leadership and Communications Liaison.
  - Leverage access to PTA meetings, Community Liaison, and teen board members to find out teen/youth needs and tailor MCC/OFC offerings accordingly.
- In coordination with the above, identify a volunteer coordinator to develop and execute a cohesive volunteer program.
  - Foster Board development as community ambassadors.

## MCC Strategic Planning – Objectives, Metrics and Strategies



- Revamp course registration and website features to help users find offerings in multiple locations.
- Develop / expand existing programming that helps people make new social connections.
  - Task MCC programmers with executing, with guidance from the Community Liaison.
- Explore weekend game programming at the OFC.
- Explore and invest in amenities to encourage longer and more comfortable visits.
  - Consider new/updated vending machines
  - Determine feasibility of courtyard upgrades/redesign, inclusive of lighting, seating (with tables), leveling the surface, and further programmatic activation as appropriate
  - Explore ways to use the community hall for fitness offerings
  - Identify solutions to potential parking impacts.



## MCC Strategic Planning – Objectives, Metrics and Strategies



### **GOAL #3: Invite discovery**

Provide opportunities to learn for people of all ages, interests, abilities, and backgrounds.

#### **Objectives**

- Encourage residents of the McLean district and wider area to come into MCC/OFC.
- Fill gaps in programming in the area (e.g., tech learning for different age groups, makerspaces, structured “one-off” volunteer opportunities).

#### **Metrics**

- Program diversity (e.g., range of topics, levels of expertise catered to).
- Program participation, participant diversity (as possible to measure).
- Partnerships with area organizations.
- Volunteer engagement.

#### **Strategies**

- Commit to more and deeper partnerships.
  - Identify and work with technology companies to support competitive programs for youth/teens.
- Foster habits of generosity in our community.
  - *Encourage volunteerism*: Engage MCC’s certification status to give the Presidential Volunteer Service Award to teens. Work with Fairfax County Parks Authority to provide more volunteer opportunities for MCC community members.
  - *Develop philanthropic behavior*: Explore “Practicing Philanthropy in a Context of Loss” framework and aligned offerings. Determine feasibility of MCC facilitating donation of used devices (e.g., cell phones) for use in classrooms and community centers.
- Respond to topical concerns in McLean and the region through our programming
  - Explore new/expanded intergenerational technology learning programs.
  - Determine feasibility of sports-oriented programming that showcases McLean and the surrounding area.
    - Tour d’Tysons, Tysons Grand Prix.
  - Combat loneliness with communication initiative (e.g., intergenerational essay-writing program, Sensory Day at OFC, speaker series on addressing isolation for seniors, etc.)

## MCC Strategic Planning – Objectives, Metrics and Strategies



- Explore investments to support learning in programming and through partnerships.
  - Determine feasibility of partnering with local makerspace(s) and/or developing one that MCC would operate.
  - Develop and implement community art projects that showcase sustainability principles and upcycle found materials.
- Nurture intergenerational connections.
  - Expand OFC game nights to include a wide range of activities for mixed age groups.
  - Use food-focused events (e.g. Seniors in Action BBQ) to cultivate intergenerational interaction and fun.

## MCC Strategic Planning – Objectives, Metrics and Strategies



### **GOAL #4: Showcase excellence**

Deliver excellent programming in an operationally innovative fashion.

#### **Objectives**

- Provide innovative program offerings, responding to documented needs in our community.
- Expand delivery methods for program offerings.
- Refine and consolidate our evaluation processes.
- Create a shared definition of "excellence."

#### **Metrics**

- Creation of cross-dept. team.
- New programming investment, participation.
- Program inventory, instructor roster diversity.
- Partnership development (e.g. Smithsonian).
- Frequency/richness of feedback and resulting analysis.
- Evaluation capacity (time investment, number of people engaged in evaluation processes, technical capacity/skills, spending on evaluation resources).

#### **Strategies**

- Craft a definition of "excellence" that aligns with the MCC's purpose, vision and mission.
  - Develop ways that "excellence" can be provided every day at the MCC.
  - Identify, showcase and celebrate the top talent in our community.
- Reimagine evaluation practices.
  - Research and invest in streamlined data collection and analysis across the MCC for program evaluation, public input, and financial records.
  - Identify and implement (as appropriate) new data collection and evaluation practices, including who holds 'decision rights' over actionable analyses.
- Research new ways to deliver programs.
  - Explore virtual/streaming delivery methods and community impacts.
  - Explore potential outdoor/offsite programming locations and potential impacts.
  - Monitor downtown development for opportunities to partner/present offerings in new spaces.
- Align staff capacity with desired programmatic outcomes.
  - Reimagine receptionist/frontline roles to prioritize guest experience and visitor retention, for recurring and new MCC users.

## MCC Strategic Planning – Objectives, Metrics and Strategies



- Develop and implement visitor/member cultivation processes (e.g., personalized recognition for first- or second-time program participation, etc.)
- Locate and hire instructors and presenters from diverse backgrounds and with new skillsets.
- Charge the cross-department program manager with developing relationships with local and national partners.





**GOAL #5: Model sustainability**

Represent the utmost integrity in our use of financial, physical, human, leadership, and other resources.

**Objectives**

- Reimagine our governance model and agreements.
- Steward our financial resources.
- Make our operations more sustainable
- Increase awareness of sustainable practice in the McLean community.

**Metrics**

- Best practice governance model.
- Waste management practices and utility usage.
  - Includes staff education and participation in 'green' practices.
- Optimized building utilization to maximize program attendance while minimizing carbon footprint.
- Include environmentally sustainable features in capital investment plan.
- Integrate sustainability-focused learning and experiential opportunities into program offerings. e.g., TED talks with experts, beekeeping, etc.

**Strategies**

- Embrace best governance practice.
  - Develop and implement a Board roles and responsibilities guide.
    - Structure Board committees to support Board engagement in policy, community relations and fundraising.
- Clarify and, if necessary, amend, MCC's relationships with Fairfax County and the McLean Project for the Arts.
- Develop and implement a matrix staffing and accountability model.
  - Prioritize ease, transparency and efficiency in reporting, as feasible within County guidelines.
  - Invest in the PIO function and staff to tell our story effectively; streamline marketing by interest rather than by program area.
- Explore ways to diversify MCC's revenue mix.
  - Consider local sponsorships and (new or expanded) partnerships.
  - Engage Friends of MCC as fundraising partners.
    - Involve the Community Liaison in advancing this area of Board development.
  - Ensure fundraising case for support clarifies the distinct role of financial reserves, tax resources and fundraising efforts.

## MCC Strategic Planning – Objectives, Metrics and Strategies



- Integrate One Fairfax initiatives and principles throughout the MCC/OFTC.
  - Develop and implement a DEIA checklist for inclusion in policy, evaluation and new program development.
- Adapt our procedures to be environmentally sustainable.
  - Support workplace practices that reduce energy usage.
  - Determine feasibility of SMART facilities.
  - Continue public surplus resale and recycling program.
- Provide learning opportunities about environmental sustainability for homeowners, commuters, MCC users, Board and staff.
- Lead by example by 'greening' our physical plant.
  - Determine feasibility of implementing or expanding: recycling stations, water bottle filling stations, green spaces, apiaries, pollinator gardens, on-demand hot water heaters, rainwater for grey water use, LED lighting, non-toxic building materials, locally sourced materials for programs.

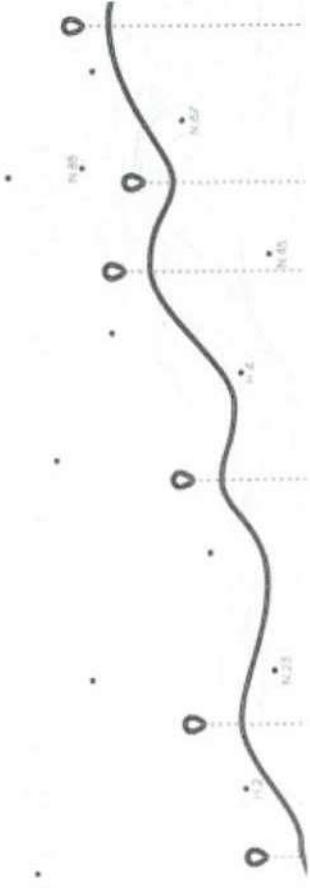
# McLean Community Center



Briefing  
Strategic Plan Goals, Metrics & Strategies  
April 20, 2022



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*preliminary workshop*



# Agenda

- Strategic planning framework (a refresher)
- Goals, metrics and strategies
  - *Staff working group leaders present their groups' output*
- Next steps
  - *The purpose of today's pre-briefing is to make sure everyone in attendance is ready for the Active Thinking Game, scheduled for April 20<sup>th</sup> from 5pm-7pm*



MCC's purpose is to...

**Provide a sense of community**  
for residents of Small District 1A-  
Dranesville

# Purpose Statement

**Purpose**

Vision

Mission

Values

**Why** you do it and **for whom**

The **impacts** you aspire to make

**What** you do

**How** you do it

## Our Vision...

# Proposed Vision

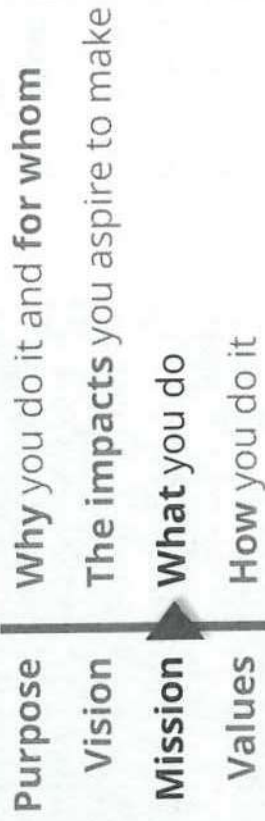
MCC generates inspiration,  
creativity and unity in McLean and  
its communities.



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# Proposed Mission Statement

The mission of the McLean Community Center is to provide access to inspirational arts and cultural experiences, learning, and social activities in an inviting and equitable manner to all Dranesville 1A residents.



McLean Community Center believes that arts, culture, learning, and social activities promote understanding and unify our community.

In our work we value:

- **Equity** – ensuring all the diverse voices in our community are heard respectfully, and served equally
- **Innovation** – embracing the discovery of the new, the bold, the unexpected
- **Responsiveness** – providing the best experience and service for all with whom we interact
- **Sustainability** – stewarding our resources toward the long-term health of our community and our institution
- **Transparency** – cultivating an atmosphere of trust and sharing our successes and challenges
- **Joy** – bringing transformative inspiration to all the people of our community



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# County Strategic Plan has strong alignment

## Key Themes

Throughout the development of the Countywide Strategy, the following themes, consistently identified, were the most important elements that relate to all Ten Community Outcome Areas and must be considered throughout the implementation of the plan.

### ACCESS

Fairfax County provides a wide variety of quality programs and services to our community. However, in our geographically large and diverse county, we recognize that many residents face barriers – physical, economic, language, technological and transportation – that prevent them from accessing the services they need. We will continue to identify and address these barriers and must improve the quality of our messaging and do more to effectively promote and communicate information about available services to the awareness of the general public to improve and access.

### INNOVATION

As the county grows, we must continue to look for new ways to solve our most complex problems. This includes embracing new technology (while also recognizing that smart research and service-delivery have limitations, especially when serving the most vulnerable members of our community). Throughout the plan and as part of the strategic planning process, county staff have started to move outside of department silos and explore new ways to work together. We will continue to encourage and support our staff to explore new ways to work together to continue to learn, connect, improve, grow, and innovate. We will also continue to explore and test new strategies in the plan and to effectively adapt to changes over time.

### AFFORDABILITY

The cost of living in Fairfax County is high and will likely continue to rise. To respond to this challenge, proposed strategies within the plan seek to expand and better coordinate the provision of employment and other neighborhood services, and to strategically invest in neighborhoods and populations that have had historically fewer opportunities to succeed in the job market. The plan also emphasizes a focus on greater efficiency in service delivery, and the need to ensure that taxes are made more equitable.

### COLLABORATION AND ENGAGEMENT

The challenges facing Fairfax County, both now and into the future, cannot and will not be solved by government alone. The creativity, energy and diverse thinking of our residents, businesses and community groups will be critical in order to make progress on the most complex issues. We will continue to seek out and engage our community partners to help us address the challenges we face. We will also continue to improve the way we communicate with our community. We will seek to leverage existing community connections and communication channels, to ensure a broader and more representative set of perspectives that include people of all races, ages, abilities, income and education levels.

### PLACEMAKING

Placemaking is about creating environments where people can thrive, where members of the community want to gather, and where they can feel a sense of ownership and pride. We will continue to explore ways to create a sense of place and economic growth. This theme represents an area where the county can work across multiple community outcome areas and county departments to strategically direct resources to places in need of investment.

### SUSTAINABILITY

Fairfax County serves as a model of the current which resources, which include the lands that are conserved through state and local land use policies, the natural environment and the talented people who are dedicated to serving the community every day. As the county responds to community needs in real time, we must remember that these resources are limited and must be responsibly managed over the long term. The focus of this theme is to ensure that our public resources are protected and enhanced, to engage and invest in the future of our county, and to ensure that we are prepared for the challenges we face today.

[www.fairfaxcounty.gov/strategy](http://www.fairfaxcounty.gov/strategy)

Fairfax County Strategic Plan (2021)	Be visible	Welcome all...	Invite	Discovery	Showcase	Model sustainability
Access						
Innovation						
Affordability						
Collaboration and Engagement						
Placemaking						
Sustainability						

# Strategic Plan Goals



## Be visible

Make our buildings, programming, and activities visible and accessible to people of diverse economic, social, and cultural backgrounds.



## Welcome all of McLean and its global community

Cultivate a warm, inclusive environment for all, becoming the flagship location for McLean's residents who wish to learn, play, relax, and connect.



## Invite discovery

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### Objectives

*Specific actions that will help achieve the goal*

- Expand MCC's community footprint, including digital presence.
- Become more entangled with our community.

### Metrics

*Measurable outcomes to gauge progress toward the goal*

- Social media activity and engagement.
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## Strategies

*Processes, initiatives or tasks that will help achieve one or more of the objectives*

- Engage the Board.
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  - Monthly board reporting of MCC related interactions in the community.
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    - Involve the Community Liaison in advancing this area of Board development.
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- Provide learning opportunities about environmental sustainability for homeowners, commuters, MCC users, Board and staff.
  - Lead by example by 'greening' our physical plant.
    - Determine feasibility of implementing or expanding: recycling stations, water bottle filling stations, green spaces, apiaries, pollinator gardens, on-demand hot water heaters, rainwater for grey water use, LED lighting, non-toxic building materials, locally sourced materials for programs.



# Discussion

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# Next Steps

McLean Community Center

- **April 20:** Prioritization Workshop & Program Committee meeting
- **April 16:** Board Candidate presentation
- **April 27:** Draft Strategic Plan Objectives, Strategies, Tactics, prioritization (no impacts yet)
- **May 21:** McLean Day – Public Input #3
- **May 25:** Plan presented to current board
- **June 8:** Plan presented to incoming board

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Thank you

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