

**McLean Community Center  
Strategic Plan Overview  
FY2024 – FY2028  
DRAFT**

**For Presentation to Governing Board  
April 26, 2023**

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# Executive Summary

The McLean Community Center (MCC) engaged AMS Planning & Research (AMS) in the Fall of 2021 to partner with the organization to create a five-year strategic plan. Active participants included the MCC Governing Board and staff, with notably robust community participation.

The original impetus for strategic planning was the desire to better align the organization with a future vision as it approached its 50th anniversary celebration in 2025. In an environment where the COVID-19 pandemic, changing cultural environment and new County policies created pressure to grow and change, the Governing Board, Executive Director and staff were eager to innovate and provide new programming to serve the community.

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## Planning Process & Priorities

Community input was a significant priority throughout the planning process. Following an assessment of current conditions to date, AMS met individually with Governing Board members, staff and Fairfax County representatives. Three public input sessions were held (each in person and virtually) and a community survey was issued which received 786 respondents, 78% of which were from Small District 1A-Dranesville. Throughout the process Fairfax County's Strategic Plan, One Fairfax, and Community-wide Energy and Climate Action Plan (CECAP) were consulted for alignment. In the summer of 2022, the final plan draft was posted on the MCC website with a scan code linked to a survey for additional feedback after which there was a final dedicated public input meeting following a 30-day period. All feedback was carefully documented. In the Fall of 2022, the final step to approve the strategic plan was paused in order to allow for the transition to new Executive Director leadership.

The strategic plan being presented for approval by the Governing Board is the result of a thorough review of the draft plan and takes into consideration and makes adjustments based on all feedback received during the review process. Appropriately, the plan being presented focuses on the top levels – the goals, objectives and strategies, as well as examples of outcomes/success metrics. Once approved this plan will be formatted and designed as a public facing document to be shared. It will serve as the basis for staff to develop tactics to reach these strategic priorities and to guide annual planning. In addition, this plan will be integrated into the larger comprehensive document developed by AMS, which has a wealth of data and analysis that will be preserved.

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# Purpose, Vision, Mission and Values

## Purpose

The McLean Community Center provides a sense of community for MCC tax district residents<sup>1</sup>.

## Vision

The McLean Community Center generates inspiration, creativity and connection in McLean and its communities.

## Mission

The McLean Community Center:

- provides access to inspirational arts, cultural experiences, learning opportunities, civic engagement and recreational activities;
- supports community organizations, and;
- offers facilities

for all MCC tax district residents<sup>1</sup>.

## Values

- **Equity** - ensuring all the diverse voices in our community are heard respectfully and served equitably
- **Innovation** - embracing the discovery of the new, the bold and the unexpected
- **Responsiveness** - providing the best experience and service for all
- **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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# Strategic Plan Goals

1. **Be Visible**
2. **Welcome All of McLean and its Global Community**
3. **Invite Discovery**
4. **Showcase Excellence**
5. **Model Sustainability and Good Stewardship**

<sup>1</sup> MCC Tax District is defined as Small District1A-Dranesville

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# Goals, Objectives and Strategies

## 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 visibility in the community, including both physical and digital presence.
- Improve outreach throughout the community and increase participation.

### Strategies

1. Engage the Board as MCC ambassadors in the community and at MCC public events.
2. Use social media and digital resources to broaden, deepen, and diversify our reach.
3. Make the MCC and Old Firehouse Teen Center (OFC) easier to find and more recognizable through branding, signage, and wayfinding.
4. Engage local businesses and organizations to promote, support, and partner with the MCC and its programs and initiatives.

### Outcomes (Success Metrics)

- Increased board opportunities and participation to represent MCC in the community and at MCC public events.
- Social Media & Website activity & engagement – track analytics related to post frequency, engagement, diversity of content.
- Evaluate existing branding and signage and implement enhanced signage program for all facilities to reinforce and increase visibility of the MCC brand in all locations and programs.
- Increased engagement with local businesses and organizations by tracking the number of programs promoted or participated in.

## 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 and promote inclusiveness in programming.
- Explore new programs and ideas to make the MCC a more welcoming community center.

### Strategies

1. Identify distinct McLean<sup>1</sup> communities and populations to engage, and to generate interest in programming.
2. Develop new and expand existing programming that helps people make new social connections.
3. Explore and invest in amenities to encourage more engaging and comfortable visits.

### Outcomes (Success Metrics)

- Analyze demographic data for McLean community to identify distinct populations based on age, gender, ethnicity and other relevant factors.
- Assess needs, interests and challenges of different populations in the community through annual survey, public hearing on programs, and customer satisfaction survey.
- Track number and type of outreach activities used to engage different communities and populations, such as targeted marketing campaigns, social media outreach, and community events.
- Track demographic data of program participants, and diversity of genres and programmatic focus of offerings.
- Track and analyze the impact of programming on participants' quality of life, and enhanced skills/knowledge through customer satisfaction survey, using this information to refine programming over time.
- Analyze current facilities usage patterns and gather feedback from visitors about experiences with facilities and amenities, using this information to improve amenities, services, and accessibility.

<sup>1</sup> McLean is used throughout plan to refer to MCC Tax District - defined as Small District1A-Dranesville

## Goal 3: Invite Discovery

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

### Objectives

- Continually explore new methods of program delivery and community engagement to meet the needs of an evolving community.
- Encourage residents of the McLean district and wider area to come into MCC/OFC for engagement with contemporary activities and issues.
- Identify and offer programming that fills a need in the community that is not readily available elsewhere.

### Strategies

1. Commit to more and deeper partnerships to broaden MCC/OFC program offerings and reach.
2. Foster habits of generosity in our community through encouraging community service and volunteerism.
3. Respond to current needs and concerns in McLean and the region through our programming.
4. Explore innovative avenues for service delivery and program execution.
5. Nurture social connections through MCC/OFC programming.

### Outcomes (Success Metrics)

- Take a strategic approach to partnership management – prospective partners are identified through the lens of the shared purpose and vision; regular “check-ins” with partners are used to reaffirm that priorities are aligned to ensure positive outcomes.
- Track the number of MCC volunteers, volunteer hours, cultivation and retention success.
- Help cultivate volunteer participation for community organizations, including MCC, through focused community-wide volunteer cultivation program.
- Assess needs, interests and concerns of community through annual survey, public hearing on programs, and customer satisfaction survey and use data to help shape programming.
- Track and develop programs focused on current needs and concerns of community based on input from public feedback processes.
- Identify and experiment with new, innovative ways of delivering content.
- Develop opportunities for social connections in programming and track attendance, demographic data, and the impact of programming on participants’ quality of life through customer satisfaction survey.

## Goal 4: Showcase Excellence

*Deliver excellent programming in an operationally innovative fashion.*

### Objectives

- Create a shared definition of "excellence."
- Provide innovative, high-quality services and program offerings, responding to documented needs in our community.

### Strategies

1. Craft a definition of "excellence" that aligns with the MCC's purpose, vision and mission.
2. Reimagine evaluation practices to increase transparency and evaluate performance around programming.
3. Encourage bold risk taking with permission to fail.

### Outcomes (Success Metrics)

- Craft a definition of excellence that is aligned with the MCC's purpose, vision, and mission, and use as a guide for decision-making and resource allocation.
- Engage staff in the development and implementation of the definition of excellence by providing opportunities for training and professional development, recognizing and rewarding outstanding performance, and soliciting feedback.
- Develop standard "customer satisfaction" questions that can be included in all survey vehicles that track program quality, quality of life, enhanced knowledge, facilities, and customer service.

## Goal 5: Model Sustainability and Good Stewardship

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

### Objectives

- Ensure positive and satisfying governance and employee experience.
- Responsibly steward our financial resources.
- Align staff capacity with strategic goals and desired programmatic outcomes.
- Make our operations more sustainable, as a model for the community.
- Increase awareness of sustainable practices in the McLean community.

### Strategies

1. Embrace best governance practices.
2. Develop and implement a more robust board member orientation process, policies and procedures manual, and ongoing training and resources to support in role.
3. Integrate One Fairfax initiatives and principles throughout the MCC/OFC.
4. Align with Fairfax County sustainability initiatives at MCC/OFC.
5. Provide learning opportunities about environmental sustainability for McLean residents.

### Outcomes (Success Metrics)

- Create MCC comprehensive Operating Manual consolidating current policies and expanding as needed. Will be reviewed by County attorney.
- Review Governing documents (internal and external) to ensure they are relevant and aligned with current County policies.
- Review, and develop as needed, policies clarifying Board and Staff roles and responsibilities.
- Develop a reporting process to provide standardized metrics for strategic plan so that the Board can advise on MCC decisions related to budget, strategy and policy.
- Align reporting with countywide metrics.
- Ensure alignment with countywide strategic plan, One Fairfax & sustainability initiatives.
- Explore, develop, and track number of programs developed related to environmental sustainability, including through partnerships.
- Implement plan to evaluate operations and capital improvements through a lens of sustainability.