



2025-2026 MCC Governing Board

Working Meeting

July 23, 2025 6:30 p.m.

**Non-quorum: some members participating in-person, some remotely.*

MINUTES

Board Members PRESENT IN-PERSON: Doug Jeffery, Chair; Katie Myshrall; Kathleen Cooney Porter
Gloria Marrero Chambers; Liz Lawson

Board Members PRESENT REMOTE – NOT COUNTED as quorum:

remote: Ron Keesing (1st time remote – personal: family travel – Seattle, WA)
Michael Monroe (1st time remote – personal: family travel – Knoxville, TN)
Peter Pin (1st time remote – personal: family travel – upstate New York)

Board Members ABSENT: Anna Bartosiewicz; Katie Gorka; Venita Wang

MCC Staff present: Betsy May-Salazar, Executive Director; Jonathan Melendez, Deputy Director;
Holly Novak, Executive Assistant; Sarah Schallern Treff, Performing Arts
Director; Sabrina Anwah, PIO; Mike Fisher, General Programs Director;
Catherine Nesbitt, Special Events Manager; Jennifer Garrett, Technical Director

Guests: Raj Mehra (MCA); Deb Bissen (MPA)

CONVENE MEETING

Chair Doug Jeffery convened a 'Working Meeting' of the Governing Board of McLean Community Center on July 23, 2025 at 6:32 p.m. Quorum was not present in-person; no MOTIONS were voted on. Purpose was MCC staff presentations and collaborative discussion only. The meeting was open to the public attending in-person, with opportunity for Small District 1A-Dranesville residents to express public comments occurring later in the meeting. A courtesy announcement was made about the meeting being audio-recorded for purposes of Minutes.

Chair Jeffery noted this was the first full Governing Board meeting of summer 2025 after a pause since the pledge ceremony on June 11. Reminder about upcoming meetings: (entire board) September 3 Meeting-of-the-Whole on FY2027 Budget; Finance & Capital Facilities committees will meet respectively on August 27.

CHAIR'S REPORT **remarks by Chair Doug Jeffery*

Chair Jeffery shared his perspective on how he views the role of the Governing Board and key areas of focus for fiscal year. With eight of 11 members having several years of experience in board processes and MCC operations, this is a very qualified, knowledgeable group! New members are also very capable. The board's overall objective is to develop policies, provide oversight of the MCC and engage in long-term strategic planning. Executive Director Betsy May-Salazar and staff excel at bringing items for our review and guidance, while providing in-depth analysis. **This board should aim is to be proactive, strategic and forward-thinking.**

Process: Chair Jeffery developed key strategic questions which include feedback gained from other board members. He will work with Executive Director May-Salazar to determine best committees to consider these strategic questions and make recommendations to the larger board.

Committees: Committee assignments are finalized based on everyone's preferences. Each person serves on two committees. It's sufficient but if anyone wants to participate on a third committee (particularly CFC or ENC), that would be welcome.

Key questions respective committees can address and provide recommendations during the 2025-2026 term:

Finance Committee:

Class Fee Analysis

1. Is the discount for MCC residents relative to non-residents appropriate at its current level?
2. How do our classes' costs match similar services in neighboring counties?
3. What is the implied subsidy for existing programming and is it appropriate at its current level? If not, what should be changed?

Programs & Outreach Committee:

Attendance Report

1. Emphasis on the value of data: deeper analysis of attendance report. Intention is not to micromanage various programs but to understand what community is participating in. Some programs will be smaller by nature, for smaller audiences. MCC can take risks – they are not all going to pan out. Executive Director May-Salazar advises there are varying expectations for attendance based on program type. Taking all that into consideration, we should be able to review attendance across the landscape of programming to determine any takeaways and recommend additional steps if needed.

Community Connection & Committee Name

2. Are there more opportunities for MCC to generate connection with the community? If so, where and how? Thinking bigger than traditional focus on marketing, committee may kick-around larger ideas on how and where to engage. Perhaps consider changing the name to “Programs & Community Connection.” It will be up to the committee to consider and make recommendations, but the intent of such a name change is to encourage the committee to “GO BIG” on how to engage with the community broadly.

Content Transparency

3. Develop a recommendation around how MCC provides content transparency to its audience. Purpose is to ensure that folks can make informed decisions on the programs they choose to attend. And review how MCC ensures that adult content is limited to adult audiences. We look around MCC broadly and we see people of all ages present— we have children running around in the hallways during our board meetings. We have adult content occasionally in The Alden or elsewhere – which is appropriate. This is a community center – it serves adults and children alike. Because we have both those things in the same house, we have a responsibility to make sure that where and how they interact is appropriate.

Capital Facilities Committee:

Develop a vision for how the MCC's campus fits into larger downtown McLean. MCC staff are very good and prudent about putting forth facility upgrades needed for MCC, OFC and other facilities that we leverage, like MCP.

This board also has an important role to consider while the ongoing changes in the McLean community broadly. How does MCC physically connect with those changes? Some will fall into Fairfax County territory and it might not necessarily be MCC funding; and it could take time. But I do think it is the role of MCC to have a vision: Do we have everything we need? If we get everything we need what would that look like? Parking, bathrooms, crosswalk across Dolley Madison Boulevard, lighting? Spending some time digging-in and potentially bringing recommendations to Fairfax Co. BOS as needed would be a good use of the committee's time.

Elections & Nominations Committee:

Role of committee to focus on insuring we are bringing in as many highly qualified candidates as possible to ensure that the community has appropriate options for making selections. Also, establishing several opportunities to showcase these candidates through the MCC. Betsy has great thoughts on how to improve that already. This continues the current focus of ENC; not a significant change.

Summary: The intention is for all board members to start to ruminate on these topics and begin to engage in committees to develop recommendations. Executive Director May-Salazar has a complex spreadsheet for how these topics will coordinate with the meeting schedule. She will help committee chairs to determine when it's appropriate for various topics to be brought forward in context of the total scope of MCC operations and advance planning.

EXECUTIVE DIRECTOR'S REPORT

**remarks by Executive Director Betsy May-Salazar*

***Focus on Summer Camps** Camp McLean at Churchill Road ES, Specialty camps at MCC, Trip camps at OFC. Excellent team support among staff members – going on field trips; backing up Camp McLean.

***Summer Concerts are hugely successful!** Result of extensive marketing effort in rebranding; contracts with outstanding performing artists that appeal to many age groups; celebrating the new location; changing date and time. Wide variety of popular music – some longer 90-minute shows; fun crafts to engage the audience, ice cream vendor. First two concerts were cancelled due to weather; next 3 concerts widely attended: 275 to 900+ = total 1,450+ for season so far. Programs & Outreach Committee and CFC will discuss lessons learned and receive an update on next year's planning. When the concert series concludes, we will start to formulate what we want to do to better utilize the MCP pavilion space.

***McLean Community Players** – “Shrek the Musical” – getting rave reviews (this is the final weekend).

***Community Art Projects**

1. Typographical Sculpture based on MCC logo – will greet visitors to MCC plaza entrance; installed Monday August 18.

ACTION: We will have a gathering in the afternoon (staff, board, stakeholders invited) to do a photo-op and ice cream celebration to welcome QB to the neighborhood.

2. Downtown Community Mural at Old Firehouse Center

Final design completed incorporating community feedback. Work will begin in late August.

Planned events: Friday, September 5 - the artist will work with OFC After School participants to do painting.

Saturday, September 6 – community paint day. We will invite the whole community and Gov. Board

Likely timing is 10 a.m. to 2 p.m. It's an opportunity to help paint the mural.

***OFC Block Party – Saturday Sept 20, 1 – 4 pm**

The mural will be completed by OFC Block Party. OFC will feature an ‘open house’ for the public to see all the excellent renovations! We will also dedicate the mural.

12:30 p.m. ribbon cutting to celebrate the OFC ADA renovations: BOS, Gov. Board.

We want to recognize that Fairfax Co. Board of Supervisors (allocated \$500,000 in county funds) and MCC worked together in an unusual partnership to fund that project. It will be a big celebration!

***Downtown McLean** – We have been in conversations over the last year+ with McLean Revitalization Corp. to put banners downtown (similar to other cities) which designate McLean as a ‘place’ - to celebrate McLean identity and also hopefully promote community-wide programming (i.e. big events). A survey is out now to receive public feedback; it is supported by Supervisor Bierman's office, by Fairfax Co. Planning & Development and McLean Revitalization Corp.

ACTION: Executive Director May-Salazar will send a link to the survey to all the board members.

The survey asks: What should the look be? Several questions address what should be the content? An MCC goal is to have our community events featured on those banners (McLean Day, Independence Day Fireworks). It would be an amazing way for our big events to have visibility.

***Independence Day Fireworks Celebration** 3,000 people attended on June 28 at Langley High School! The shrimp tacos and other food trucks were excellent! This event went very well and was enjoyed by all.

STRATEGIC PLAN – PROGRESS IN FY2025; FY2026

**remarks by Executive Director Betsy May-Salazar*

See Presentation at the end of the minutes.

Introduction: FY25 year-end report (everything we worked on this past year that we set up as tactics for the Strategic Plan) and the tactics we've set for FY26, tied to our FY26 budget. You will see some things reflected which echo some of the topics Chair Doug Jeffery just mentioned. We are very much in-sync moving forward with this year.

Data

One of the things we've been building-out as part of the strategic plan is collecting data. We've made enormous strides in the past two years: initiating data collection and are at a point now of starting to be able to analyze across years.

1. Universal Questions: Six universal questions tie to many areas of the strategic plan. Most questions are similar to what would be in a normal post-event survey. But some are more aspirational and relate to goals of the strategic plan (achieving excellence; quality of life). We want people to think about: What is MCC's purpose? MCC's purpose is to bring people together. Hopefully we are improving peoples' quality of life, so there are aspirational words in the questions. Rating is 1 to 5; all our scores are in the 4 – 5 range. The positive responses have increased from year 1 (FY24) to year 2 (FY25). These surveys are sent after every event (theater performances; big events; classes; to people who have requested rentals). There are ways to take what works and apply to other areas. Our team is starting to talk about how to tweak it to assess differently. This presentation shares how we can begin to look at this data in different ways.

2. Attendance Report: – This report is provided monthly to the Governing Board. It does not yet capture walk-in or casual use (parents waiting for kids in class, informal gatherings in lobby). We hope to get to that with counting mechanisms on doors. It currently includes everything that has registration and also events where visual counting is done. We report it on a monthly basis and the previous year's actuals as a comparison. This analysis shows high level what programs our community is attending. We are revising how we are tracking the data in order to be able go down another level for deeper analysis.

FY2025 tactics and results were presented.

Goal 1: Be Visible

1. **50th Anniversary Public Art:** Two new community art pieces provide placemaking for McLean and increase visibility of MCC: "QB", mosaic sculpture personifying MCC logo will greet visitors to the plaza entrance of MCC; Community mural at Old Firehouse Center will provide placemaking to downtown McLean.
2. **Signs:** New wayfinding sign at corner of Ingleside & Rt. 123; Digital sign in McLean Central Park pending approval from Fairfax County Board of Supervisors. Will provide visibility to MCC programming in real time.
3. **Banners:** Annual banner rotation at Old Firehouse Center fence provides visibility to MCC programs downtown; Parking lot banners and entry signs promote 50th anniversary.
4. **50th Anniversary Media:** Logo and graphic identity created and implemented; 50th Anniversary video premiered; 50th webpage created to house all 50th assets – incl. video, timeline, MCC memories (digital community scrapbook), program announcements; Social media leveraged for promotion.
5. **Board Engagement:** Board members represented at 27 MCC events and programs; Helped engage with the community and facilitate survey solicitation.
6. **Local Businesses:** Placement in McLean Revitalization Corp (MRC)'s McLean Restaurant Guide; MRC event promotion & website link; Distribution of program guide and postcards to community businesses; Participation by community businesses in McLean Day and other events; Sponsorship and participation in McLean Winterfest Parade, Arts Fairfax Annual Awards, Founding donor for MPA's downtown location.

Goal 2: Welcome All of McLean and its Global Community

1. **Annual Customer Feedback Survey:** 2nd annual customer feedback survey on programs Aug 24 – Jan 25; 320 respondents; Results presented at Public Hearing on Programs
2. **Year-long 50th Anniversary program celebrating McLean community and engaging entire MCC staff in planning and implementation:** Kickoff program with premier of 50th anniversary video & celebratory reception hosted by Friends of MCC and supported by McLean Project for the Arts; 50th Proclamations presented by Virginia Joint Assembly and Fairfax County Board of Supervisors at McLean Day; Anniversary highlighted in annual MCC events
3. **ADA renovation at OFC providing more accessible space to all:** ADA project substantially completed. Expanded to include painting, flooring & removal of bulkheads; OFC programs successfully relocated to MCC during renovation.
4. **Sensory Room at OFC providing sensory experiences for OFC users:** Sensory room installed at OFC; Will be showcased at the OFC Block Party in September and integrated into fall programming.
5. **World Premier of "Remember Balloons":** World premier of performance based on children's book exploring intergenerational family relationships and the impact of memory loss; Reached 400+ community members – public and school performances, author/illustrator workshops in conjunction with FCPL, and full-scale lobby window display with community engagement component.
6. **Highlight Cultural Festival and Events:** Fiesta del Sol – Latin American & Caribbean Festival (1017 Attendees); Sugar Skull! – A bilingual musical about Day of the Dead Festival (481 Attendees); Collage Dance Collective's "Rise"—full length neo-classical ballet set to the audio of Dr. King's "From the Mountain Top" speech and accompanying education program that trained MCC dance students to perform in this community celebration. (747 Attendees; 921 incl. residency); Jazz at Lincoln Center: New Orleans Songbook -- the soul of New Orleans and the spirit of Mardi Gras (335 Attendees); The Black Opry--celebrating the lesser-known contributions of black people to American country, blues & folk music. (153 Attendees); Sixteen foreign-language film screenings YTD (weekdays and evening showings) (373 Attendees)

Goal 3: Invite Discovery

1. **Develop new lecture/workshop series including programs developed by MCC as well as in conjunction with community organizations:** Partnered with Safe Community Coalition & McLean Citizens Association to develop and execute programs including youth mental health series; Senior Safety Summit; financial & retirement programs; SIA programming included Lunch & Learn, IT, cooking, Ikebana.
2. **Seniors in Action - continue to develop program to provide diverse offerings creating a balance of programming allowing MCC to meet the expanded demand for program:** MCC continues to adjust and improve SIA

program to accommodate growing interest; Annual fee barrier removed; Fees now charged only for exercise programs and special activities; Free offerings include drop-in activities, clubs and weekly activities

3. **Old Firehouse Center – new holistic look at youth/teen programming:** Integrated Youth Events programming into OFC portfolio; Onboarded new Afterschool Program (ASP) Manager
4. **OFC Programs at MCC during renovation:** Maximized opportunity of have ASP at MCC by utilizing kitchen, Alden Theatre, campus grounds, and MPA galleries in programming.
5. **Theatre – commitment to diverse programming and expanding offerings to schools:** Production offerings to schools tripled from 3 in prior years to 9. This approach allows us to host more of the community, and to maximize our benefit from touring productions; **"The Remember Balloons":** 2 School Shows - 1 Public Show (402 Attendees); **"SUGAR SKULL! A Día de Muertos Musical Adventure":** 2 School Shows - 1 Public Show (481 Attendees); **Collage Dance Collective: "Rise":** 1 School Show - 1 Public Show (747 Attendees. 921 including residency); **Bill Blagg: "The Science of Magic":** 1 School Show – 2 Public Shows (1,015 Attendees); **Tutti Frutti Productions: "Underneath the Magical Moon":** 1 School Show - 1 Public Show (277 Attendees); **360 All Stars:** 1 School Show and 1 Public Show (611 Attendees)

Goal 4: Showcase Excellence

1. **Implement definition of excellence as a guiding planning tool:** Used as tool in FY26 budget planning process; Program standards being developed utilizing definition of excellence, strategic plan, and program goals as key factors.
2. **Integrate Community Feedback Cycle into annual planning incl. fall survey, spring public hearing on programs and summer budget cycle:** Fall survey integrated into community feedback cycle providing broader and deeper community engagement and a more robust Spring Public Hearing on Programs.
3. **Utilize the universal survey question data as evidence of excellent programs and services, integrating results into MCC strategic plan metrics and overarching county metrics:** Universal Survey questions included in all event and program surveys. Data collected ties to strategic plan metrics and has been incorporated into annual metrics reported to County
4. **Staff development — diversify opportunities for more staff to engage in professional development:** Staff engaged in wider professional development opportunities including National Recreation and Park Association conference (NRPA), International Festivals & Events Association conference and event management school (IFEA), Adobe Max, Northern Virginia Chamber of Commerce, Western Arts Alliance, Midwest Arts Expo, Association of Performing Arts Professionals, and Lighting Dimensions International; Staff presentations incorporated into staff meetings for program attendees to share key points with the team.
5. **Reinforce internal evaluation practice Center-wide through staff engagement in a continuous reflection and improvement process at micro and macro levels:** Implemented pre- and post- event meetings with cross-department staff teams to provide input on logistics, successes, observations, and suggestions for the future; Beginning development of SOPs with emphasis on assessing quality of MCC practices. Researching quality assessment tools for specific programming.

Goal 5: Model Sustainability and Good Stewardship

1. **Staff Capacity:** Jonathan Melendez hired as newly created Deputy Director position to lead customer service and operations areas providing capacity to focus on best governance practices and enhanced center-wide customer service.
2. **Expand staff-wide training opportunities such as team building, effective communications, One Fairfax:** Planning in process for staff trainings and team building including sessions on equity, welcoming and belonging, inclusion, Narcan use, and team communication and collaboration.
3. **Energy —Implement components of Energy Study for more energy efficient facility operations:** Energy Study completed and contracted; Work began Spring 2025 with estimated completion late Summer.
4. **Invest in new digital sign for McLean Central Park— providing better communication, staff efficiencies, reduced printing costs and reduced waste:** Preliminary design and cost estimate complete for digital sign in McLean Central Park; Budget approved by MCC Governing Board; Design done with support from the Fairfax County Park Authority; Project pending Fairfax County Board of Supervisors' approval.
5. **Climate - change Summer Concert Series timing to weekday evening to offer more comfortable outdoor experience for audience, performers and staff:** New Time: Concerts scheduled for Thursday nights at 7 p.m. based on weather analysis; In June, two Summer concerts were cancelled due to weather – storm/power outage & excessive heat; Weather cancellations policies formally developed; Discussions underway regarding timing of next year's outdoor concerts.
6. **Replace Old Firehouse Center Vans —with new, more energy efficient, reliable vehicles with enhanced safety features:** Vans received Fall 2024 and are being fully utilized for OFC Afterschool Program and other program needs.

FY2026 tactics were reviewed:

Goal 1: Be Visible

1. **50th Anniversary Public Art** – Install QB sculpture at MCC & community mural at OFC, providing placemaking for McLean and increasing visibility of MCC.
2. **Signage** – Work with Fairfax County Park Authority & Dranesville District Supervisor to secure Fairfax County Board of Supervisors approval for new digital sign in McLean Central Park allowing more visible promotion of MCC programming in busy, central McLean intersection.
3. **Connections to Downtown McLean** – Work with community partners, including McLean Project for the Arts & McLean Revitalization Corp. on initiatives to highlight community programs on proposed downtown banners, and advocate for creative crosswalk art at Ingleside and Rt 123 providing better pedestrian safety, traffic calming, community connections, and link between MCC-MCP-Library Campus to McLean Downtown.
4. **Community Outreach** - Expand distribution of marketing materials to community businesses, faith communities, apartment buildings and HOAs, soliciting these community partners to assist in MCC program promotion; leverage McLean Revitalization Corp., Dranesville District Supervisor, and Park Authority channels to reach broader community.
5. **Board Engagement:** Increase board representation at MCC events to engage with community members.

Goal 2: Welcome all of McLean and its Global Community

1. **Community Mural at OFC** – Based on community input, mural will incorporate top five languages spoken in McLean: English, Mandarin, Spanish, Korean, Arabic.
2. **Sensory Room** – Open new sensory room at OFC providing sensory experiences for OFC users. Continue evaluating how space can be used to reach community needs, including exploring partnerships with the larger County Human Services system.
3. **50th Anniversary Community Celebration** – Welcome all of McLean to 50th anniversary celebration bringing the community together to connect through dancing, food, and interactive attractions.
4. **Cultural Programs** - Highlight cultural festival and events including Fiesta del Sol; Afrique en Cirque; Furia Flamenca; Barron Ryan Trio: musical composition based on Tulsa massacre (MLK); Lunar New Year with Nai-Ni Chen Dance Company; Honolulu Theatre for Youth: Chinese Zodiac; Hero: Young John Lewis musical; foreign language films.
5. **Alden Theatre Accessibility** – increase ASL offerings and develop sensory-friendly performances.
6. **Demographic Data** - Include optional demographic questions in FY2026 Community Feedback Survey to better identify who is participating in survey and how they align with McLean demographics overall, in order to better serve our McLean community.

Goal 3: Invite Discovery

1. **Classes/Camps/Programs** - Invite discovery through MCC classes, camps, SIA & OFC programming. continually striving to introduce new experiences and opportunities to target audiences. Continue participating in County level RFP review process to ensure MCC is able to influence selection of new programs and instructors offered through county contracts.
2. **Youth Programs** – Provide inclusive and engaging programming for children and youth of all abilities. Ensure children, youth and their families, feel supported by meeting them where they are and remaining flexible to their individual needs.
3. **Youth Ambassadors**– Cultivate a culture of leadership and public service through Youth Ambassador initiatives including tutoring at local schools, environmental cleanup, and other volunteer opportunities.
4. **Volunteerism** – Explore MCC volunteer opportunities, reinforcing culture of public service and providing opportunities for connection.
5. **Visual Arts** – showcase McLean Project for the Arts (MPA) exhibitions and visual arts classes. Support MPA's ArtFest in McLean Central Park with sponsorship and MCC presence. Support MPA expansion to new downtown facility as founding donor & explore ongoing partnership opportunities.

Goal 4: Showcase Excellence

1. **Universal Survey** - Utilize universal survey data as evidence of excellent programs and services, integrating results into MCC strategic plan metrics and overarching county metrics.

2. **Theater Ratings:** Formalize rating system for theater programs to ensure transparency to audience in choosing the best programming for them and their family.
3. **Staff Development:** Diversify opportunities for more staff to engage in professional development, to include using County Career Management Plan tool, and maximizing local training offered by other county agencies.
4. **Customer Service:** Create Customer Service manual with best practices and MCC procedures to be shared across the Center. Provide training to ensure best practices are embedded across the Center.
5. **Staff Recognition & Excellence:** Continue to highlight MCC employees at the state and county level, nominating employees for wider recognition.

Goal 5: Model Sustainability and Good Stewardship

Good Stewardship

1. **Staff Capacity** – Hire and onboard new Director of Marketing and Communications.
2. **Public Service** – Foster a culture of public service by engaging with the community through thoughtfully designed programs, meaningful connections, and the dissemination of accessible, relevant resources to empower and support community members.
3. **Policies and Procedures** - Continue to evaluate and update MCC policies and procedures with a focus on customer service and aligning rentals and building use, to best meet the growing needs of our community.
4. **Best Practices** - Link OFC programming to larger Out-of-School Time systems, to include adoption of state-wide quality standards ensuring we are offering our participants high quality experiences.
5. **Data** – Ongoing data analysis of financials, attendance, universal survey questions, annual community feedback survey, board engagement, to evaluate success and areas for focus.

Environmental Sustainability

6. **Energy** – Complete implementation of Energy Project at MCC.
7. **Environmental & Sustainability Programming** – Expand programming to formalize Youth Ambassador's park clean up events as part of Earth Month recognition; experiment with new game-based workshops on science of climate change; integrate more Earth Day programming into existing events during April.
8. **Climate** – Continue to evaluate best times of year to hold outdoor concerts to offer most comfortable outdoor experience and reduce chance of cancellation.

Summary: to reiterate - we are doing ongoing data analysis: attendance, financial reports, universal survey questions, Community Feedback Surveys, board engagement tracking. We are always evaluating what we are doing and what we might want to shift. That will grow as we come up with more things to collect. But I think we've made enormous strides in two years in the past two years. We've initiated data collection and are able to be at a point now where we're starting to be able to analyze that and see how that all rolls out. The materials you have in front of you tonight pulls everything together: the first three columns are the objectives, strategies and 5-year outcomes that were set at the beginning. The following pages are what we achieved in FY24, in FY25 and what we are setting up for FY26. There are a lot of directions to go in – it does not read linearly. The color-coding connects things together by topic. There is a lot of information here. The main point is so that you have it all in one place and you can dig -in. Often there are questions about things that got implemented in Year 1 and we are not reiterating that every year – but we are continuing them. We can see what we have done and where we want to go.

Comments by Chair Jeffery: Congratulations on the 2025 survey results! This is very comprehensive, backward-looking and forward-looking. Thank you all.

COMMUNITY FEEDBACK SURVEY **remarks by Deputy Director Jonathan Melendez*

Under Sarah Schallern Treff's and Mike Fisher's leadership, we are looking at updating the Community Feedback Survey. We have reached out to some of our partnering agencies (NCS and FCPA) to look at their surveys to see how we can be in better alignment to existing surveys, knowing that McLean still is a unique agency in a unique community. So we are being true to what we want to ask and the things we are trying to find out here. It is not duplicating their surveys but how we can

better align with them.

The focus this year is less intent on the granular pieces of the programming -but the programming with a capital “P” – those are the core elements that make MCC a vital part of this community. And figuring out what the feedback from those who attend our programming, but also to those that don’t (whether they don’t attend frequently or don’t attend at all) – and cross tabulating that with what they value the most. That drives what we see with the outreach piece. What I heard from Chair Jeffery earlier is that “data-driven” process, and the procedure to be data-driven and data-informed.

As with previous years, we will translate this survey into other languages (using Fairfax County demographic statistical research – EDSR unit) which identifies the common languages in this area and also the demographic that makes up McLean and our district here. As was mentioned in the strategic plan presentation, we’ve added demographic questions to see if we are in alignment and are we reflecting the larger community. And if not, that also guides us in our outreach. This year, in addition to just translating, we also plan to go to meet the community groups where they are (such as attending meetings at the Korean churches; or at organizations that have specific demographic groups) – to actually put the survey out there, make the face-to-face connections and introduction to MCC.

Those are some of the ways in which we are looking at to update the survey and outreach in the process. As always, our goal isn’t just to survey folks who are coming in-and-out of the MCC building, but also the larger community, and find out why folks who may not be coming to MCC events. We are in the process of getting that updated and we will have a presentation at a future board meeting

Suggestion from board member: A challenge we should think about is what are the parts of the community that are not connecting with MCC? You are talking about getting more survey results from people who aren’t coming - that may be one way. However, it’s notoriously difficult to use surveys to connect to people who aren’t coming to your events. I recommend thinking more broadly beyond surveys – are there other tools we could use? Maybe focus groups or other tools to explore why we are not reaching certain groups.

Response by Deputy Director Melendez: I agree with that. I think survey or focus groups only work if they come to the building. Again, that lends itself to meeting folks where they are. But at least that gives us a baseline of who is answering and who isn’t answering. Our task is to figure out why some in the community aren’t answering, and whatever pocket they fall under – Why? And reaching out to them, moving forward.

Question from board member: Can it be separated into the different areas of this district? Maybe there are ‘pockets’ of McLean groups who are really coming here and some who are not.

Response from Executive Director May-Salazar: The survey asks if you are a McLean district resident and Zip Code (but not address) - unclear how we would focus on different areas and how to reach them. Postcards are mailed to every household, thereby reaching every member of the district. The survey is also in the program guide that is mailed to every household. The reason we added the survey method was a lack of response at the annual Public Hearing on Programs. We weren’t getting significant input – and when we did, it was only one person saying what they wanted. While that may be interesting, it doesn’t offer larger context. The survey gives grounding to individual comments: we are able to see if several people are also interested in what one individual has expressed.

Suggestion by board member: I recommend going to churches in the area and also maybe the restaurants.

Response by MCC staff: Perhaps it would be useful to leverage other social media (such as McLean Revitalization; women’s groups) –asking them to put it out to their groups. We encourage you all as Governing Board members to “Be Visible” by sending out the survey through your own networks and ensuring that you are the face of getting responses coming back. It will also likely be the next use of the faith organization contact list: sending the Fall 2025 Community Feedback Survey to them so they can hopefully push it out to their folks.

UPDATE – SUMMER CONCERTS IN MCLEAN CENTRAL PARK **remarks by Performing Arts Director Sarah Schallern Treff*

It was a disappointing start with two cancellations due to weather – Pack Drum Line was highly anticipated! There is an inherent risk in offering outdoor events. Our contracts mandate that we re-schedule the performer within two years: they don’t receive the balance payment until they perform. If we can’t find a time to re-schedule, then they must return the deposit. The two acts that had to be canceled have already been secured for next year (Summer 2026).

Decision to cancel: We do not cancel concerts lightly; we look forward to the amazing performers and offering it to the community. Also, a tremendous amount of work goes into performance preparation. An internal policy guides our

decisions— it's not about discomfort; it's about danger and safety. 1. Excessive heat. 2. Thunderstorm: there is no safe place to take shelter in MCP. 3. Equipment Safety: If there is a significant chance that equipment might be damaged or destroyed, we must cancel. 4. Power Outage: If electrical power is knocked out, then we must cancel.

Other considerations: If significant rain happens before the performance, how is that impacting the audience seating area? That is a 'comfort' issue – not determining whether to cancel. It's something as front-of-house, we would look at and try to find solutions before canceling.

Historical precedent: This series has been running for 25 years. We constantly look at weather patterns: it's getting more difficult to plan the series – climate change is causing excessive heat; now also heavy rain. We've experimented by moving from 3:00 p.m. to 7:00 p.m. We try to be prepared and do everything possible so as NOT to cancel. Looking at the survey data – weather is the biggest barrier to attending concerts: audiences just don't want to be out there. We aim to offer performances when people want to show up! We have also considered 'shoulder seasons' for concerts – always a rain chance, but no heat issues. Past outdoor events with concerts during shoulder season went well. The challenge is direct conflicts with other MCC events - McLean Day, SpringFest, ArtFest; but it's something we continue to explore. Early evening was preferred choice – 7:00 pm.

What about moving inside to The Alden?: Tonight is a great opportunity to share with everyone that just because the theater doors are closed doesn't mean The Alden Theatre isn't in use. For example, the theater doors are closed tonight but there are whole bunch of actors having a pick-up rehearsal for MCP. So we couldn't move the concerts inside because of MCP presence; doing technical preparation; or doing pick-up rehearsals. We couldn't do it previously because we had Camp Shakespeare going on until right up to the performance time. So, it's just not an option – and we specifically designed these concerts to be outdoors.

Alternative rain dates: We tried a couple of alternative rain dates but attendance was very low: few people will show up because we can't do the advance marketing. We rely heavily on the Program Guide which has the original date. It's a waste of taxpayer money to try to offer a rain date without adequate marketing - especially because we already have 24 months written into the contract to re-schedule.

Attendance has been fantastic this summer! The tech staff and Jeff Virchow have been amazing -they are working very hard. We offer fun giveaways and punch card activities. Ben & Jerry's Ice cream –popular (also selling cold water). We will offer what we are doing this summer again next year and then evaluate how MCP Pavilion was utilized. **We will keep going this summer and evaluate each week; we will prepare and learn.**

Chair Jeffery thanked Sarah Schallern Treff for all the good work!

OLD /NEW BUSINESS — Nothing was mentioned as a further topic for discussion this evening.

UPDATE – MCLEAN PROJECT FOR THE ARTS **remarks by Deb Bissen*

*interest in digital sign: It's great to have more involvement with MCC Governing Board, the programming here, and the efforts to get more people engaged. Hopefully with the new digital sign, MPA can be featured on that occasionally.

*interest in participating in Community Feedback Survey: If there is any way MPA can still be in the survey in next iteration, it would be great to get data for what the community is looking for that MPA could improve upon in exhibitions, classes. We are especially looking to expand those offerings in conjunction with opening our second location.

*ArtFest 2025: We are grateful for the involvement of MCC in supporting the upcoming MPA ArtFest that will be back in McLean Central Park. A second Stage will offer music; some things geared toward kids – perhaps story time at the library. Maybe an excerpt of MCP's production of "Godspell" could be featured. New this year: "yarn bombing" installations around the park – creating crocheted and knitted things to hang on trees.

Comment by Executive Director May-Salazar: I suggested putting some of those down the concrete columns in MCC corridors.

*Summer Camps are going great – the kids are having fun! We have several community teachers from area schools). We also have several teenage volunteers from the community who are doing a great job.

*Fall exhibits: Women Artists of the DMV: many great women artists in this area; MPA is happy to be a part of that! Following that: exhibit by a local photographer (Bernie Boston); a photography-related show in Emerson Gallery.

*MPA Fall classes: registration will open August 11 -everything is available on the website now; we will start promoting.

*The banner idea is exciting for downtown McLean. We have started to plan how to introduce the community to the idea of *two* MPA locations > to increase the visibility of everything we do here and at the new location (a great idea and appropriate for the banners. Thank you so much! We're excited about everything that's happening and are happy to be a part of it!

PUBLIC COMMENT

In-person comments: The Board Chair invited the public to introduce themselves and give verbal remarks if they wished. They must first state aloud their residential address to verify that they are a Small District 1A-Dranesville resident. If having requested in advance to speak, those individuals were pre-verified as being a Small District 1A-Dranesville resident.

1. **Raj Mehra (MCA):** Can you e-mail the presentation on the Strategic Plan to me? (*response*): Yes.

After being given the opportunity, no one else attending requested to speak.

Written comments: No written comments were submitted in advance of this meeting, nor during the meeting.

ADJOURNMENT Chair Jeffery thanked everyone for attending and adjourned the Working Meeting at 8:05 p.m.

Respectfully submitted, Holly Novak – Executive Assistant

McLean Community Center Strategic Plan – FY2024 – FY2028

These six universal survey questions were created to evaluate how MCC is reaching the overarching goals of the Strategic Plan.

More detailed data analysis begins on page 12.

Universal Survey Results - Measuring Strategic Plan Goals (7.1.24 – 6.30.25)	FY2024 2,072 responses	FY2025 1,914 responses	Change FY24 to FY25
My MCC program or service was a high-quality offering.	4.38	4.66	0.28 +
My MCC program or service taught me something new, improved an existing skill, offered an important service, or otherwise improved my quality of life in some capacity.	4.05	4.42	0.37 +
My MCC program or service was provided at a reasonable cost.	4.25	4.59	0.34 +
My setting for my MCC program or service was appropriate, clean and accessible.	4.51	4.73	0.22 +
MCC employees were effective, helpful, and courteous.	4.50	4.74	0.24 +
I would recommend MCC programs or services to others.	4.46	4.76	0.30 +

Survey Scale 1 (lowest) – 5 (highest)

McLean Community Center Strategic Plan – FY2024 – FY2028

Goal 1: Be Visible

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

Objectives	Strategies	5 Year Outcomes (Success Metrics)		FY2024 Results	FY2025 Results	FY2026 Tactics
Expand MCC’s Visibility in the community, including both physical and digital presence.	Engage the Board as MCC ambassadors in the community and at MCC public events.	Increased board opportunities and participation to represent MCC in the community and at MCC public events.		Old Firehouse Center Branding: <ul style="list-style-type: none"> OFC logo redesigned and incorporated into new marketing materials. New OFC lit sign installed. 	50th Anniversary Public Art: <ul style="list-style-type: none"> Two new community art pieces provide placemaking for McLean and increase visibility of MCC. “QB”, mosaic sculpture personifying MCC logo. will greet visitors to the plaza entrance of MCC. Community mural at Old Firehouse Center will provide placemaking to downtown McLean. 	50th Anniversary Public Art: <ul style="list-style-type: none"> Install QB sculpture at MCC & community mural at OFC, providing placemaking for McLean and increasing visibility of MCC.
Improve outreach throughout the community and increase participation.	Use social media and digital resources to broaden, deepen, and diversify our reach.	Social Media & Website activity & engagement – track analytics related to post frequency, engagement, diversity of content.		Program Guide & Touchpoint Postcards: <ul style="list-style-type: none"> program guide redesigned to be more sustainable; mailed to MCC district households to reach every household; 7 touchpoint cards sent promoting specific programs & center-wide initiatives 	Signs: <ul style="list-style-type: none"> New wayfinding sign at corner of Ingleside & Rt. 123. Digital sign in McLean Central Park pending approval from Fairfax County Board of Supervisors. Will provide visibility to MCC programming in real time. 	Signage: <ul style="list-style-type: none"> Work with Fairfax County Park Authority & Dranesville District Supervisor to secure Fairfax County Board of Supervisors approval for new digital sign in McLean Central Park allowing more visible promotion of MCC programming in busy, central McLean intersection.
	Make the MCC and Old Firehouse Teen Center easier to find and more recognizable thorough branding, signage and wayfinding.	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.		Banners & Signs: <ul style="list-style-type: none"> 1 year placement general MCC metro bus stop ad – Rt 123 S (by McLean metro stop); 6 program banners at OFC & McLean Central Park; refreshed entrance sign on Ingleside; MCC logo ordered for Oak Ridge façade; new sign in design in conjunction with FCPA for corner of Ingleside & Rt 123 in conjunction with park renovation. 	Banners: <ul style="list-style-type: none"> Annual banner rotation at Old Firehouse Center fence provides visibility to MCC programs downtown. Parking lot banners and entry signs promote 50th anniversary. 	Connections to Downtown McLean: <ul style="list-style-type: none"> Work with community partners, including McLean Project for the Arts & McLean Revitalization Corp. on initiatives to highlight community programs on proposed downtown banners, and advocate for creative crosswalk art at Ingleside and Rt 123 providing better pedestrian safety, traffic calming, community connections, and link between MCC-MCP-Library Campus to McLean Downtown.
	Engage local businesses and organizations to promote, support, and partner with the MCC and its programs and initiatives.	Increased engagement with local businesses and organizations by tracking the number of programs promoted or participated in.		Board Engagement: <ul style="list-style-type: none"> board members represented at 28 events and programs and helped facilitate survey solicitation. 	50th Anniversary Media: <ul style="list-style-type: none"> Logo and graphic identity created and implemented. 50th Anniversary video premiered. 50th webpage created to house all 50th assets – incl. video, timeline, MCC memories (digital community scrapbook), program announcements. Social media leveraged for promotion. 	Community Outreach <ul style="list-style-type: none"> Expand distribution of marketing materials to community businesses, faith communities, apartment buildings and HOAs, soliciting these community partners to assist in MCC program promotion; Leverage McLean Revitalization Corp., Dranesville District Supervisor, and Park Authority channels to reach broader community.

				Local Businesses – encourage participation as exhibitors at events: <ul style="list-style-type: none">• 30 local businesses and organizations participated in McLean Pet Fest;• 158 local businesses and organizations participated in McLean Day	Board Engagement: <ul style="list-style-type: none">• Board members represented at 27 events and programs.• Helped engage with the community and facilitate survey solicitation.	Board Engagement: <ul style="list-style-type: none">• Increase board representation at MCC events to engage with community members.
					Local Businesses: <ul style="list-style-type: none">• Placement in McLean Revitalization Corp (MRC)’s McLean Restaurant Guide.• MRC event promotion & website link.• Distribution of program guide and postcards to community businesses.• Participation by community businesses in McLean Day and other events.• Sponsorship and participation in McLean Winterfest Parade, Arts Fairfax Annual Awards, Founding donor for MPA’s downtown location.	

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, plan, relax and connect.

Objectives	Strategies	5 Year Outcomes (Success Metrics)		FY2024 Results	FY2025 Results	FY2026 Tactics
Continue to enable and promote inclusiveness in programming.	Identify distinct McLean communities and populations to engage, and to generate interest in programming.	Analyze demographic data for McLean community to identify distinct populations based on age, gender, ethnicity and other relevant factors.		Launch community feedback survey to assess needs of community: <ul style="list-style-type: none"> Community feedback survey launched in English, Spanish and Korean; Received 1,246 responses; Results presented at Public Hearing on Programs. 	Annual customer feedback survey: <ul style="list-style-type: none"> 2nd annual customer feedback survey on programs Aug 24 – Jan 25 320 respondents Results presented at Public Hearing on Programs 	Community Mural at OFC: <ul style="list-style-type: none"> Based on community input, mural will incorporate top five languages spoken in McLean: English, Mandarin, Spanish, Korean, Arabic.
Explore new programs and ideas to make the MCC a more welcoming community center.	Develop new and expand existing programming that helps people make new social connections.	Assess needs, interests and challenges of different populations in the community through annual survey, public hearing on programs, and customer satisfaction survey.		Expand free foreign language films: <ul style="list-style-type: none"> 9 monthly films screened 2 times each (daytime & evening); languages included: Spanish, Italian, Czech, French, Farsi, Korean, Norwegian, Japanese, Romanian 	Year-long 50th Anniversary program celebrating McLean community and engaging entire MCC staff in planning and implementation: <ul style="list-style-type: none"> Kickoff program with premier of 50th anniversary video & celebratory reception hosted by Friends of MCC and supported by McLean Project for the Arts 50th Proclamations presented by Virginia Joint Assembly and Fairfax County Board of Supervisors at McLean Day Anniversary highlighted in annual MCC events 	Sensory Room : <ul style="list-style-type: none"> Open new sensory room at OFC providing sensory experiences for OFC users. Continue evaluating how space can be used to reach community needs, including exploring partnerships with the larger County Human Services system.
	Explore and invest in amenities to encourage more engaging and comfortable visits.	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.		Begin ADA Renovation at OFC to Improve Accessibility: <ul style="list-style-type: none"> Project in design and review with 95% plan completion – led by Fairfax County Capital Facilities Team and engineering firm SWSG. Tentative construction schedule – early 2025. 	ADA renovation at OFC providing more accessible space to all: <ul style="list-style-type: none"> ADA project substantially completed. Expanded to include painting, flooring & removal of bulkheads. OFC programs successfully relocated to MCC during renovation. 	50th Anniversary Community Celebration: <ul style="list-style-type: none"> Welcome all of McLean to 50th anniversary celebration bringing the community together to connect through dancing, food, and interactive attractions.
		Track demographic data of program participants, and diversity of genres and programmatic focus of offerings.		Create Sensory Room/Multi-Purpose Room – providing sensory experience for OFC users: <ul style="list-style-type: none"> Vendor selected and under contract to oversee sensory room design and implementation. Est. completion: Fall 2024. 	Sensory Room at OFC providing sensory experiences for OFC users: <ul style="list-style-type: none"> Sensory room installed at OFC. Will be showcased at the OFC Block Party in September and integrated into fall programming. 	Cultural Programs: <ul style="list-style-type: none"> Highlight cultural festival and events including Fiesta del Sol; Afrique en Cirque; Furia Flamenca; Barron Ryan Trio: musical composition based on Tulsa massacre (MLK); Lunar New Year with Nai-Ni Chen Dance Company; Honolulu Theatre for Youth: Chinese Zodiac; Hero: Young John Lewis musical; foreign language films.

		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.		Invest in Playground at McLean Central Park – improving community infrastructure: <ul style="list-style-type: none">Contributed \$50,000. Will be included in donor recognition wall and on park bench.	World Premier of “Remember Balloons”: <ul style="list-style-type: none">World premier of performance based on children’s book exploring intergenerational family relationships and the impact of memory loss;Reached 400+ community members – public and school performances, author/ illustrator workshops in conjunction with FCPL, and full-scale lobby window display with community engagement component.	Alden Theatre Accessibility <ul style="list-style-type: none">Increase ASL offerings and develop sensory-friendly performances.
		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.		Highlight Cultural Festivals: <ul style="list-style-type: none">Year of the Dragon Festival in conjunction with dance performance by Nai-Ni Chen Dance Company;Second Annual Fiesta del Sol	Highlight Cultural Festival and Events: <ul style="list-style-type: none">Fiesta del Sol – Latin American & Caribbean Festival (1017 Attendees)Sugar Skull! – A bilingual musical about Day of the Dead Festival (481 Attendees);Collage Dance Collective’s “Rise”— full length neo-classical ballet set to the audio of Dr. King’s “From the Mountain Top” speech and accompanying education program that trained MCC dance students to perform in this community celebration. (747 Attendees. 921 incl. residency);Jazz at Lincoln Center: New Orleans Songbook -- the soul of New Orleans and the spirit of Mardi Gras (335 Attendees);The Black Opry--Celebrating the lesser-known contributions of black people to American country, blue and folk music (153 Attendees);Sixteen foreign-language film screenings YTD (weekdays and evening showings) (373 Attendees)	Demographic Data: <ul style="list-style-type: none">Include optional demographic questions in FY2026 Community Feedback Survey to better identify who is participating in survey and how they align with McLean demographics overall, in order to better serve our McLean community.

Goal 3: Invite Discovery

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

Objectives	Strategies	5 Year Outcomes (Success Metrics)		FY2024 Results	FY2025 Results	FY2026 Tactics
Continually explore new methods of program delivery and community engagement to meet the needs of an evolving community.	Commit to more and deeper partnerships to broaden MCC/OFC program offerings and reach.	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.		Civic Groups—regularly engage around shared priorities: <ul style="list-style-type: none"> volunteer recruitment; rollout of website resource (McLean Today); planning joint recruitment event; joint retirement celebration for Supervisor John Foust; Joint programing with MCA, Safe Community Coalition, etc. 	Develop new lecture/workshop series including programs developed by MCC as well as in conjunction with community organizations: <ul style="list-style-type: none"> Partnered with Safe Community Coalition & McLean Citizens Association to develop and execute programs incl.: youth mental health series; Senior Safety Summit; financial & retirement programs SIA programming included Lunch & Learn, IT, cooking, Ikebana. 	Classes/Camps/Programs <ul style="list-style-type: none"> Invite discovery through MCC classes, camps, SIA & OFC programming, continually striving to introduce new experiences and opportunities to target audiences. Continue participating in County level RFP review process to ensure MCC is able to influence in selection of new programs and instructors offered through county contracts.
Encourage residents of the McLean district and wider area to come into MCC/OFC for engagement with contemporary activities and issues.	Foster habits of generosity in our community through encouraging community service and volunteerism.	Track the number of MCC volunteers, volunteer hours, cultivation and retention success.		Youth Ambassadors Program - continue to develop Ambassador-led program – increase participation from high school community: <ul style="list-style-type: none"> Launched second annual Youth Ambassador Program led by Teen Board members. Comprised of 10 ten students from Langley and McLean HS. Served as focus group for Safe Community Coalition planning. Held successful year-end “APs Out” high school event. 	Seniors in Action —continue to develop program to provide diverse offerings creating a balance of programming allowing MCC to meet the expanded demand for program: <ul style="list-style-type: none"> MCC continues to adjust and improve the SIA program to accommodate growing interest; Annual fee barrier removed; Fees now charged only for exercise programs and special activities; Free offerings include drop-in activities, clubs and weekly activities 	Youth Programs <ul style="list-style-type: none"> Provide inclusive and engaging programming for children and youth of all abilities. Ensure children, youth and their families, feel supported by meeting them where they are and remaining flexible to their individual needs.
Identify and offer programming that fills a need in the community that is not readily available elsewhere.	Respond to current needs and concerns in McLean and the region through our programming.	Help cultivate volunteer participation for community organizations, including MCC, through focused community-wide volunteer cultivation program.		Seniors in Action Program – continue to develop and expand program: <ul style="list-style-type: none"> 100+ members; Focus on program continuity, participant-led program development, and manageable growth. 	Old Firehouse Center — new holistic look at youth/teen programming through OFC: <ul style="list-style-type: none"> Integrated Youth Events programming into OFC portfolio Onboarded new Afterschool Program (ASP) Manager 	Youth Ambassadors <ul style="list-style-type: none"> Cultivate a culture of leadership and public service through Youth Ambassador initiatives including tutoring at local schools, environmental cleanup, and other volunteer opportunities.
	Explore innovative avenues for service delivery and program execution.	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.		Old Firehouse Center – continue to identify expanded use to meet community needs – SPARC, Events, Drop-in Games: <ul style="list-style-type: none"> After School Program rebounding post Covid - 37 participants; 	OFC Programs at MCC during renovation: <ul style="list-style-type: none"> Maximized opportunity of have ASP at MCC by utilizing kitchen, Alden Theatre, campus grounds, and MPA galleries in programming. 	Volunteerism: <ul style="list-style-type: none"> Explore MCC volunteer opportunities reinforcing culture of public service and providing opportunities for connection.

			<ul style="list-style-type: none"> Continuing to explore new programming through focus groups, such as Youth Ambassadors, and survey questions; Focus on impact of new sensory room and ADA upgrades. 		
	Nurture social connections through MCC/OFC programming.	Track and develop programs focused on current needs and concerns of community based on input from public feedback processes.	<p>Theatre – commitment to diverse offerings including extended experiences with multiple touch points:</p> <ul style="list-style-type: none"> Diverse offerings presented including Appalachian roots musician Philip Bowen * Songwriter City with Nashville songwriters * Three Kings Flamenco Celebration * MLK Keynote by Michael Steele * Calvin Earl Civil Rights Music* Brush Theatre of South Korea: Poli Pop * Alice: Dreaming of Wonderland * Mama, I’m a Big Girl Now * family friendly performing arts and foreign language movies; Programs included extended experiences, such as Nai-Ni Dance workshops * Djembe Drumming Workshop * Remember Balloons residency and workshops * Honolulu Theatre for Youth Workshops * regular post-show meet-and-greets with performers. 	<p>Theatre – commitment to diverse programming and expanding offerings to schools:</p> <ul style="list-style-type: none"> Production offerings to schools tripled from 3 in prior years to 9. This approach allows us to host more of the community, and to maximize our benefit from touring productions. "The Remember Balloons": 2 School Shows - 1 Public Show: 402 attendees World Premiere!! "SUGAR SKULL! A Día de Muertos Musical Adventure": 2 School Shows - 1 Public Show: 481 attendees Collage Dance Collective: "Rise": 1 School Show - 1 Public Show: 747 attendees Bill Blagg: "The Science of Magic": 1 School Show – 2 Public Shows: 1,015 Attendees Tutti Frutti Productions: "Underneath the Magical Moon": 1 School Show - 1 Public Show: 277 attendees <ul style="list-style-type: none"> 360 All Stars: 1 School Show and 1 Public Show: 611 attendees 	<p>Visual Arts:</p> <ul style="list-style-type: none"> Showcase McLean Project for the Arts (MPA) exhibitions and visual arts classes. Support MPA’s ArtFest in McLean Central Park with sponsorship and MCC presence. Support MPA expansion to new downtown facility as founding donor & explore ongoing partnership opportunities.
		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	Strategies	5 Year Outcomes (Success Metrics)		FY2024 Results	FY2025 Results	FY2026 Tactics
Create a shared definition of "excellence."	Craft a definition of “excellence” that aligns with the MCC’s purpose, vision and mission.	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.		Craft a Definition of Excellence – Create Staff Team: <i>“An appreciation of and dedication to a high level of performance, responsiveness and continual improvement in our processes, meeting and exceeding our community’s expectations while honoring our core values and taking risks to expand our horizons.”</i>	Implement definition of excellence as a guiding tool when planning: <ul style="list-style-type: none">Used as tool in FY26 budget planning process.Program standards being developed utilizing definition of excellence, strategic plan, and program goals as key factors.	Universal Survey: <ul style="list-style-type: none">Utilize universal survey data as evidence of excellent programs and services, integrating results into MCC strategic plan metrics and overarching county metrics.
Provide innovative, high-quality services and program offerings, responding to documented needs in our community.	Reimagine evaluation practices to increase transparency and evaluate performance around programming.	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 Community Feedback Survey & Universal Questions that Measure Strategic Plan: <ul style="list-style-type: none">Community Feedback Survey results shared at March Public Hearing on FY26 Public Programs;Universal questions rolled out October 1 in all MCC program and event surveys;Received 2,072 Survey Responses between 10.1.23 and 6.30.24;All rankings above 4.0 on a 5.0 scale.	Integrate Community Feedback Cycle into annual planning—including fall survey, spring public hearing and summer budget cycle: <ul style="list-style-type: none">Fall survey integrated into community feedback cycle providing broader and deeper community engagement and a more robust Spring Public Hearing on Programs.	Theater Ratings: <ul style="list-style-type: none">Formalize rating system for theater programs to ensure transparency to audience in choosing the best programming for them and their family.
	Encourage bold risk taking with permission to fail.	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.		Invest in Staff Professional Development – Develop Sharing Protocol with Staff: <ul style="list-style-type: none">Examples of professional development include: VRPS, project management, OneFairfax, VA Chamber of Commerce events, Panel Host at Midwest Performing Arts Expo, Performing Arts Professionals Annual Conference Panel & Workshop Participant;Staff is encouraged to share at weekly leadership meeting when appropriate.	Utilize the universal survey question data as evidence of excellent programs and services, integrating results into MCC strategic plan metrics and overarching county metrics: <ul style="list-style-type: none">Universal Survey questions included in all event and program surveys. Data collected ties to strategic plan metrics and has been incorporated into annual metrics reported to County.	Staff Development <ul style="list-style-type: none">Diversify opportunities for more staff to engage in professional development, to include using County Career Management Plan tool, and maximizing local training offered by other county agencies.
				Encourage Staff to Apply for Appropriate Awards & Recognition: Staff made several nominations of colleagues for awards and recognition: <ul style="list-style-type: none">Fairfax County Women in Leadership (Women’s History Month) recognized Danielle Van Hook, Dir .Youth Theatre Programs and Holly Novak, Exec Asst.Fairfax County Outstanding Performance Award: David Craig,	Staff development — diversify opportunities for more staff to engage in professional development: <ul style="list-style-type: none">Staff engaged in wider professional development opportunities including National Recreation and Park Association conference (NRPA), International Festivals & Events Association conference and event management school (IFEA), Adobe Max,	Customer Service: <ul style="list-style-type: none">Create Customer Service manual with best practices and MCC procedures to be shared across the Center.Provide training to ensure best practices are embedded across the Center.

				<p>Webmaster/Graphic Designer and Danielle Van Hook.</p> <ul style="list-style-type: none">• VRPS (Virginia Park and Recreation Society): 2 staff and 1 board volunteer nominations pending.	<p>Northern Virginia Chamber of Commerce, Western Arts Alliance, Midwest Arts Expo, Association of Performing Arts Professionals, and Lighting Dimensions International.</p> <ul style="list-style-type: none">• Staff presentations incorporated into staff meetings for program attendees to share key points with the team.	
					<p>Reinforce internal evaluation practice Center-wide through staff engagement in a continuous reflection and improvement process at micro and macro levels:</p> <ul style="list-style-type: none">• Implemented pre- and post- event meetings with cross-department staff teams to provide input on logistics, successes, observations, and suggestions for the future.• Beginning development of SOPs with emphasis on assessing quality of MCC practices. Researching quality assessment tools for specific programming.	<p>Staff Recognition & Excellence:</p> <ul style="list-style-type: none">• Continue to highlight MCC employees at the state and county level, nominating employees for wider recognition.

Goal 5: Model Sustainability and Good Stewardship

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

Objectives	Strategies	5 Year Outcomes (Success Metrics)		FY2024 Results	FY2025 Results	FY2026 Tactics
Ensure positive and satisfying governance and employee experience.	Embrace Best Governing practices.	Create MCC comprehensive Operating Manual consolidating current policies and expanding as needed. Will be reviewed by County attorney.		Program Guide – Redesign in more sustainable format: Guide redesigned using reduced paper weight, reduced pages, and more economical printing process. Implemented with Fall 2023 Guide.	Staff Capacity: <ul style="list-style-type: none"> Jonathan Melendez hired as newly created Deputy Director position to lead customer service and operations areas providing capacity to focus on best governance practices and enhanced center-wide customer service. 	Staff Capacity: <ul style="list-style-type: none"> Hire and onboard new Director of Marketing and Communications.
Responsibly steward our financial resources.	Develop and implement a more robust board member orientation process, policies and procedures manual, and ongoing training and resources to support in role.	Review Governing documents (internal and external) to ensure they are relevant and aligned with current County policies.		Capital Facilities Budget - commit to energy study for MCC facilities: <ul style="list-style-type: none"> Energy study by Fairfax County Office of Environmental Coordination complete - report received 6.24. Plan to review findings and proposal with board in July 24 meeting. 	Expand staff-wide training opportunities such as team building, effective communications, One Fairfax: <ul style="list-style-type: none"> Planning in process for staff trainings and team building including sessions on equity, welcoming and belonging, inclusion, Narcan use, and team communication and collaboration. 	Public Service <ul style="list-style-type: none"> Foster a culture of public service by engaging with the community through thoughtfully designed programs, meaningful connections, and the dissemination of accessible, relevant resources to empower and support community members.
Align staff capacity with strategic goals and desired programmatic outcomes.	Integrate One Fairfax initiatives and principles throughout the MCC/OFC.	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.		Capital Facilities Budget – complete stormwater management improvement projects: <ul style="list-style-type: none"> Two stormwater management projects successfully completed. Further option involving changes to window openings on hold for future consideration. 	Energy —Implement components of Energy Study for more energy efficient facility operations: <ul style="list-style-type: none"> Energy Study completed and contracted. Work began Spring 2025 with estimated completion late Summer. 	Policies and Procedures <ul style="list-style-type: none"> Continue to evaluate and update MCC policies and procedures with a focus on customer service and aligning rentals and building use, to best meet the growing needs of our community.
Make our operations more sustainable, as a model for the community.	Align with Fairfax County sustainability initiatives at MCC/OFC.	Align reporting with countywide metrics.		Capital Facilities Budget – invest in OFC: <ul style="list-style-type: none"> Sensory Room project vendor selected and under contract. Est. completion Fall 2024; ADA Upgrades in review stage with Fairfax County. Est. completion: Spring 2025 	Invest in new digital sign for McLean Central Park— providing better communication, staff efficiencies, reduced printing costs and reduced waste: <ul style="list-style-type: none"> Preliminary design and cost estimate complete for digital sign in McLean Central Park. Budget approved by MCC Governing Board. Design done with support from the Fairfax County Park Authority. Project pending Fairfax County Board of Supervisors’ approval. 	Best Practices: <ul style="list-style-type: none"> Link OFC programming to larger Out-of-School Time systems, to include adoption of state-wide quality standards ensuring we are offering our participants high quality experiences.

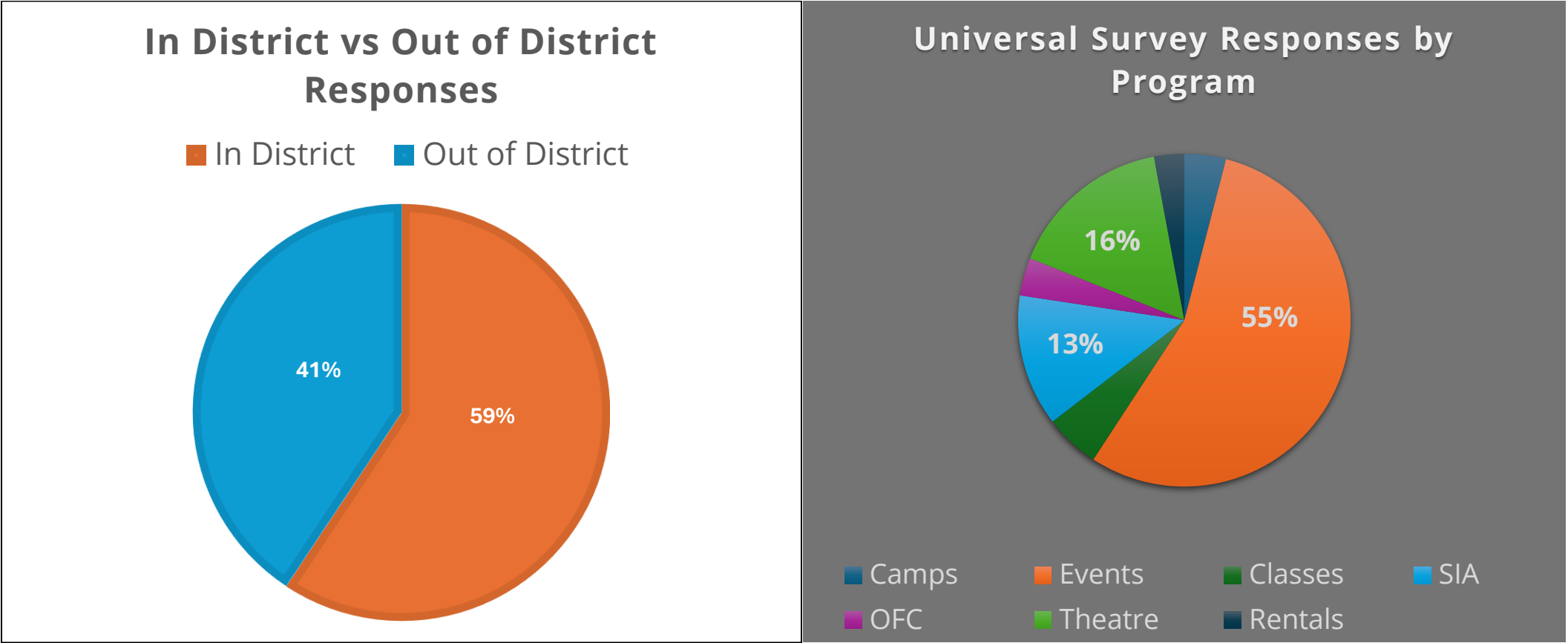
Increase awareness of sustainable practices in McLean community.	Provide learning opportunities about environmental sustainability for McLean residents.	Ensure alignment with countywide strategic plan, One Fairfax & sustainability initiatives.	Join Fairfax County Interagency Climate Team & Zero Waste Team: <ul style="list-style-type: none"> Joined FC Interagency Climate Team & Zero Waste Team and participating in county-wide energy goals; Renewed Zero Waste contract for 2024 McLean Day. 1,098 lbs diverted from landfill in 2023. 1,334 lbs diverted from landfill in 2024. 69% diversion rate 2024	Climate - change Summer Concert Series timing to weekday evening to offer more comfortable outdoor experience for audience, performers and staff: <ul style="list-style-type: none"> New Time: Concerts scheduled for Thursday nights at 7 p.m. based on weather analysis. In June, two Summer concerts were cancelled due to weather – storm/power outage & excessive heat. Weather cancellations policies formally developed. Discussions underway regarding timing of next year’s outdoor concerts. 	Data: <ul style="list-style-type: none"> Ongoing data analysis of financials, attendance, universal survey questions, annual community feedback survey, board engagement, to evaluate success and areas for focus.
		Explore, develop, and track number of programs developed related to environmental sustainability, including through partnerships.	Revise Management Documents: <ul style="list-style-type: none"> Developed new attendance report and financial report 	Replace Old Firehouse Center Vans — with new, more energy efficient, reliable vehicles with enhanced safety features: <ul style="list-style-type: none"> Vans received Fall 2024 and are being fully utilized for OFC Afterschool Program and other program needs. 	Energy <ul style="list-style-type: none"> Complete implementation of Energy Project at MCC.
		Implement plan to evaluate operations and capital improvements through a lens of sustainability.			Environmental & Sustainability Programming: <ul style="list-style-type: none"> Expand programming to formalize Youth Ambassador’s park clean up events as part of Earth Month recognition; experiment with new game-based workshops on science of climate change; integrate more Earth Day programming into existing events during April.
					Climate: <ul style="list-style-type: none"> Continue to evaluate best times of year to hold outdoor concerts to offer most comfortable outdoor experience and reduce chance of cancellation.

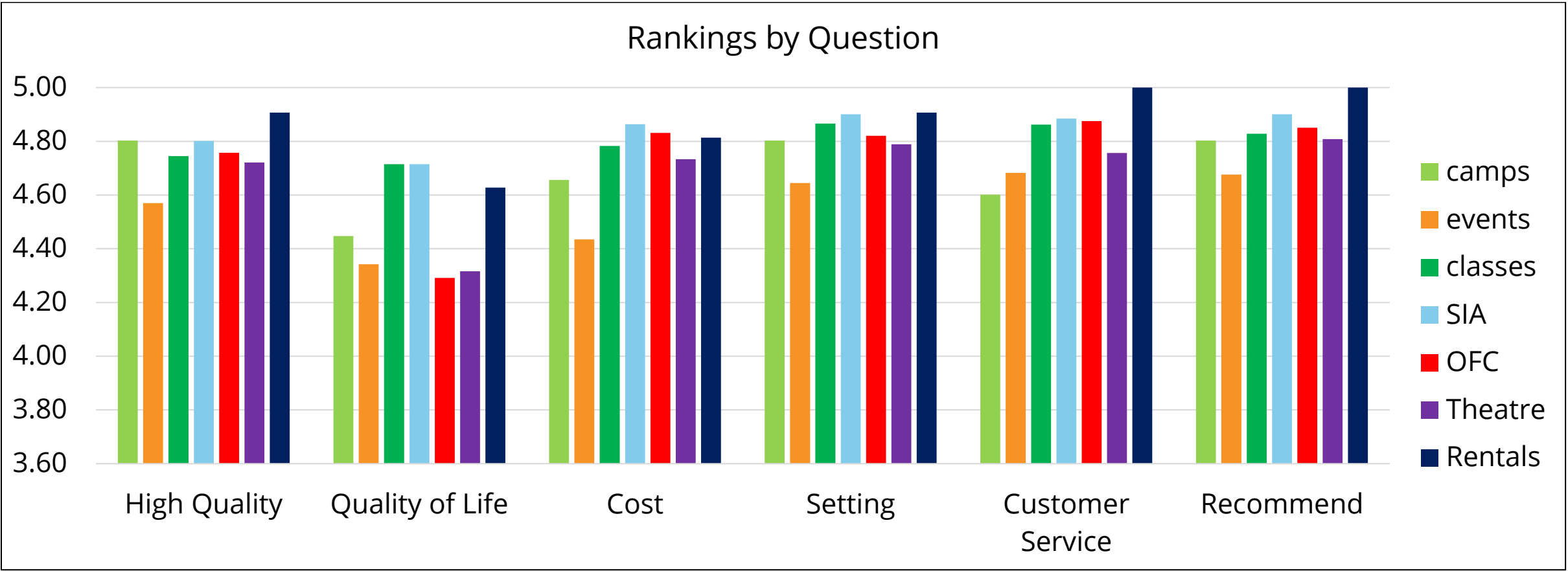
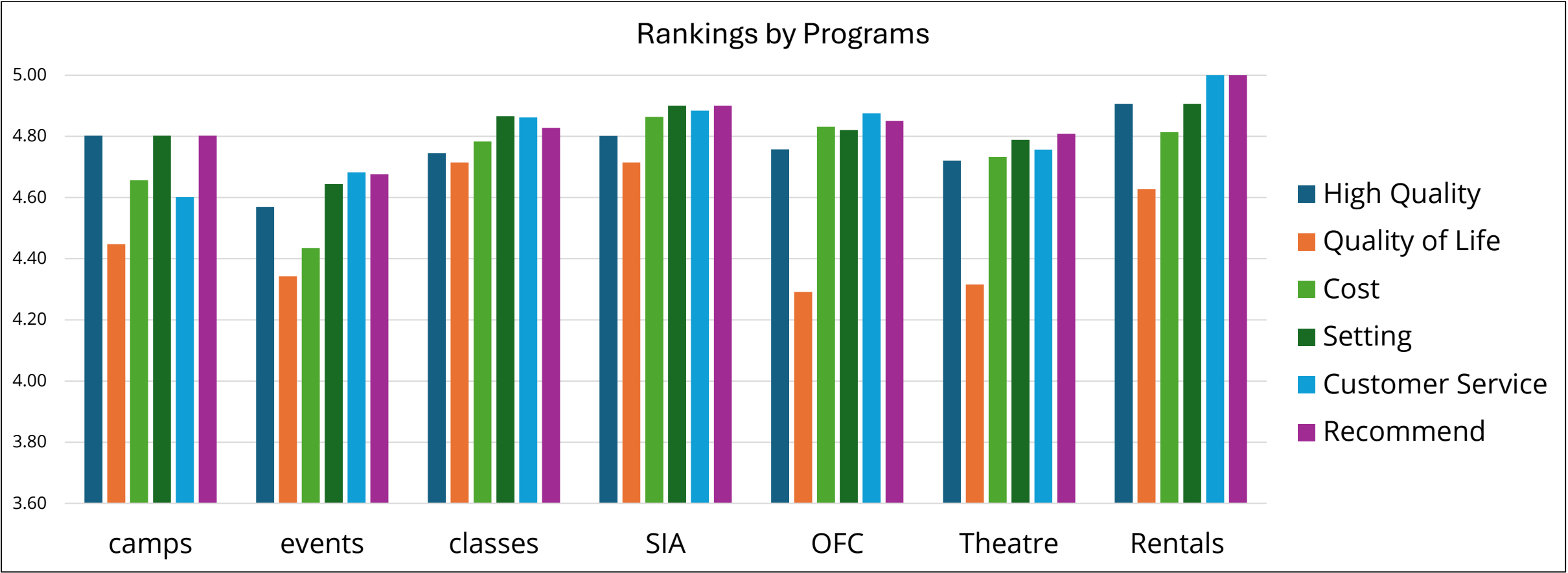
McLean Community Center Strategic Plan – FY2024 – FY2028

These six universal survey questions were created to evaluate how MCC is reaching the overarching goals of the Strategic Plan.

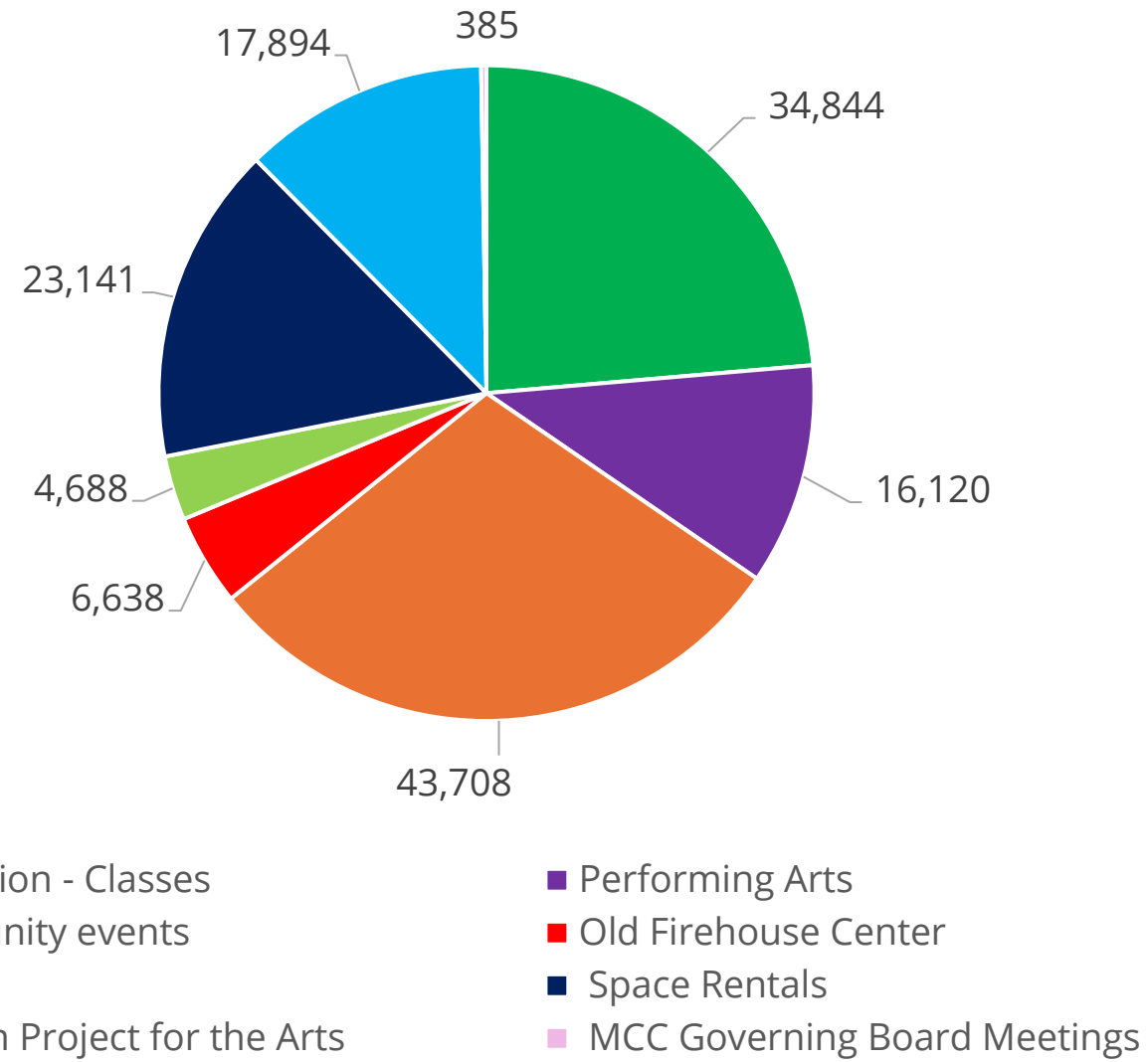
Universal Survey Results - Measuring Strategic Plan Goals (7.1.24 – 6.30.25)	FY2024 2,072 responses	FY2025 1,914 responses	Change FY24 to FY25
My MCC program or service was a high-quality offering.	4.38	4.66	0.28 +
My MCC program or service taught me something new, improved an existing skill, offered an important service, or otherwise improved my quality of life in some capacity.	4.05	4.42	0.37 +
My MCC program or service was provided at a reasonable cost.	4.25	4.59	0.34 +
My setting for my MCC program or service was appropriate, clean and accessible.	4.51	4.73	0.22 +
MCC employees were effective, helpful, and courteous.	4.50	4.74	0.24 +
I would recommend MCC programs or services to others.	4.46	4.76	0.30 +

Survey Scale 1 (lowest) – 5 (highest)

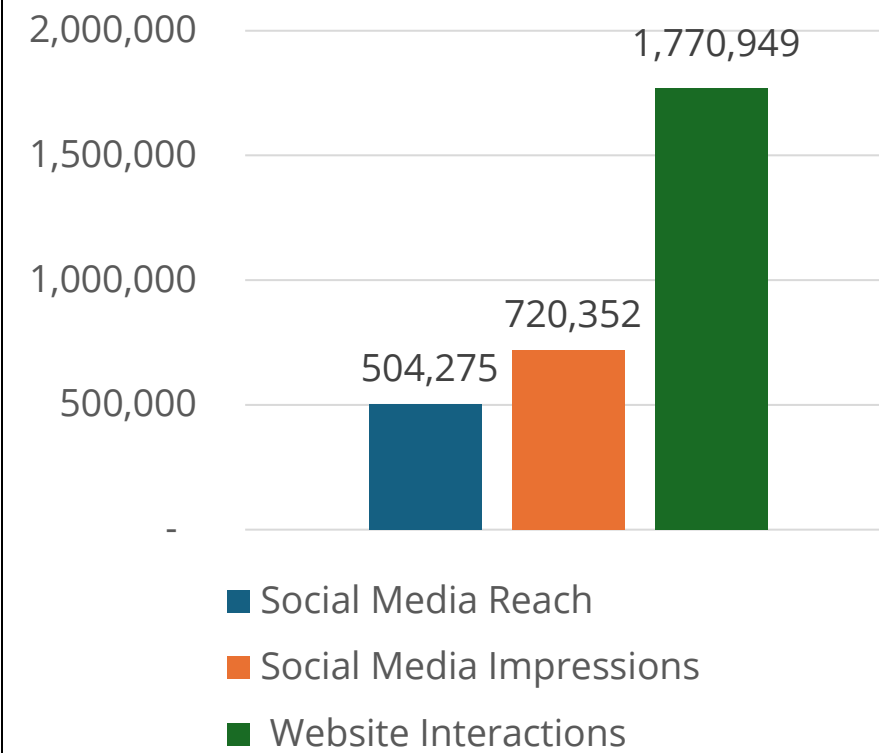




FY2025 Attendance- Total 147,418



FY2025 Outreach*



* as of July 22, 2025