



**2026-2027 MCC Governing Board
Finance Committee
September 2, 2026 – 6:30 p.m.**

MINUTES

Committee Members Present: remote participation: Peter Pin (*2nd time virtual: medical -McLean, VA*)
in-person: Minoo Razavi, Michael Signer, Michael Solomon

Committee Members Absent: Yingxi Zhao *She will be installed onto the board at Meeting-of-the-Whole on September 9, 2026.

Other Board Members Present: None.

MCC Staff Present: Betsy May-Salazar, Executive Director; Jonathan Melendez, Deputy Director; Matt Hockensmith, Comptroller; Jennifer Garrett, Technical Director; Holly Novak, Executive Assistant

Guests: None.

CONVENE MEETING **introductory remarks by Treasurer Peter Pin*

Treasurer Peter Pin convened the first meeting of Finance Committee of the Governing Board of McLean Community Center on September 2, 2026 at 6:36 p.m. No changes were requested to the Agenda; adopted by acclamation. A courtesy announcement was made about the meeting being audio-recorded for purposes of Minutes and that public presence is “observe only” (no questions or comments from the public).

With several new board members who have not served on this committee, Treasurer Pin prefaced: the MCC Finance Committee has one of the toughest challenges of any organization because ‘we live and die by the numbers.’ But over the years the committee has done all the right things and the team under Executive Director Betsy May-Salazar and Comptroller Matt Hockensmith have shown thorough due diligence in the work they’ve done. We can still press them for information when needed and bring up things we think might be helpful. But my experience has been that they have mechanisms in place within their internal organization to check and re-check the numbers being presented. They really accomplish due diligence to make sure what is underneath the numbers gets vetted. Those conversations take place and by the time we see the budget, I can assure this committee that the numbers shown are well-supported by thorough documentation.

Therefore, the role of this committee is to look at the financial health of the organization and where possible, to use our industry knowledge and personal experience to look at MCC’s finances and suggest ideas and make appropriate recommendations. This is not an attempt to run the organization but simply to help guide it where we see an opportunity. We welcome such discussion in this view of our role as a committee.

REVIEW PROPOSED FY28 BUDGET **FY28: July 1, 2027 through June 30, 2028*

Sequence: Comptroller Matt Hockensmith explained that purpose of this meeting is to give Finance Committee a clear view of the FY28 proposed budget prior to Meeting-of-the-Whole (entire board) on September 9. That will be followed by a Public Hearing on FY28 on September 23. Then there is a 3-week window for public comment before the FY28 budget gets voted on at October 28 Governing Board meeting. Comptroller Hockensmith proceeded to give a high-level overview of FY28 budget scope and priorities.

Key points:

* There are a few minor changes for FY28 that are different from FY27 and previous years.

- * While MCC does have some budgetary discretion, we are an agency of Fairfax County and we must follow specific requirements of the Department of Management and Budget.
 - 1. One of those guidelines is that we must put forward a balanced budget of zero dollars (Revenues must match Expenses – this looks different than businesses in the private sector). That’s done intentionally for us to present a fiscally-responsible view. It also allows us to control certain guardrails as well.
 - 2. Compensation and Benefits make up a large portion of our budget and are controlled and dictated completely by Fairfax County. The FY28 Compensation and Benefits figures are carried-over from what is currently part of the approved FY27 Budget.
- *As for the new changes to the budget, in FY28 we are consolidating and centralizing a few areas:
- 1. Advertising/print/postage costs - now consolidated into our PIO and Admin budgets. In the past these expenditures were spread across every cost center. Centralizing allows us to efficiently track costs and provides a more strategic way to focus on our goal of “Be Visible.”
 - 2. We have created a new cost center for our senior programming (often referred to as “SIA”) – previously this was part of the Instructional cost center. Separating out this cost center will lead to more program transparency and allow us to better understand and respond to the needs of the senior participants.

Focus of this FY28 Budget presentation: overall revenue and expenditure plan; a review of each major program area; capital improvement plan; and the projected balance. The budget separates into three categories:

- 1. Operating expenses - the annual costs of delivering programs & maintaining MCC’s facilities.
- 2. Personnel expenses – salary; payroll; benefits established through Fairfax County government.
- 3. Capital Expenses - major investments in facilities, technology or equipment.

FY28 budget presentation is shown at the end of this Minutes document.

The following questions and points of clarification were addressed during the presentation.

***Timing of MCC’s budget process and options for Governing Board members to offer their input:**

Question: Confirming our role as Governing Board members entering the process at this stage – a lot of this work has been done and may not moveable. What are the opportunities, if any, for discussion and/or potentially changing anything now in Sept. 2026?

We are budgeting two years out, so there is always a bit of a lag and catch-up whenever new board members start on the Finance Committee. Finance Committee meets several times throughout the year; January is a great opportunity to start the discussion for FY29 – having been informed with mid-year where we are at half way through FY27, and seeing what this budget process is and understanding how it will carry forward for FY28. Once we get to January 2027, we will ramp-up to develop FY29.

The role right now: we recommend that you ask questions to understand the numbers. Anytime you have questions, whether at board or committee meetings, just ask. We are always happy to answer. As we go through this year into January 2027, if you see any area where you have questions or suggestions, ask those questions. MCC senior leadership will try to address it, and work through the committees. Much is a cyclical process; but a lot of it arises out of committee recommendations. If a committee meets and it’s determined, along with staff, that we want to put together particular initiatives, we can also consider requesting a mid-year adjustment at carry-over to add those into the next year, or as we start planning for FY29. So, your input is definitely part of that process.

This meeting is to be able to ask all your questions; next week is the same for the full board - being able to get answers to questions. If you feel something is wrong or missing, we have room to discuss that. You are correct that you are stepping into a fairly ‘final’ product and then we will soon go into next year.

**clarification by Treasurer Peter Pin:* Thank you for asking that question. My recommendation is to jump right in. Most questions have to do with trending or the cyclical nature of some budget items. Matt has all that detail – and most of my questions are about something that stands out as not on trend. There are angles, especially if you come out of a finance background, that will help guide you to inquiring. Mostly I’ve found there is an explanation that’s easily provided and makes sense. Our role as board members is to provide whatever type of input or feedback is based on our experience, and where we can, to help guide the direction of the MCC. At a high level, the MCC is well-run.

(Operating expenses):

***evaluating the actual ROI of marketing expenses**

PIO – supports media relations, marketing, graphic design, organizational-wide communications. Total FY28 budget is approx. \$835,700 including \$382K in operating expenses; advertising \$158K; marketing and printing - \$85K – these are the largest operating items, followed by: \$660K in contract services.

- Advertising and printing are the largest categories.

Question: Is it possible to get a more detailed breakdown of line items to see if there are any insights we can glean from that, or optimizations to potentially maybe to consider?

We have new management in the PIO team with the hiring of Jessica Wu. She has put a lot of focus on this – and that is one reason we decided to centralize the costs. We are making sure to get return on investment in these areas. In FY27, we will look at the results as a litmus test of where we are spending. This is the first year Jessica has ownership of the PIO budget and being able to make such key changes. Centralization of costs allows us to manage our messaging and purchasing more consistently, while also focusing on our strategic goal of “Be Visible.” Staff is happy to meet with you individually to review the marketing budget in more detail.

***financial results from different types of advertising**

Question: Do you have a breakdown on digital vs. non-digital advertising?

Comptroller Matt Hockensmith doesn't have that information but PIO Jessica Wu will have those detailed numbers. MCC uses a good mix of both types of advertising.

Instructional Camps & Specialty Camps

- Most classes are taught by Fairfax County contractors, unless it is a pilot or workshop. Even in that case, we use county contractors.

*** should local businesses in MCC tax district be prioritized to lead MCC programs**

Question: I do want to have a discussion when it's appropriate – but I'll mention the topic here. One thing that might be good to consider is when looking at the expenses and revenue of instructional classes, understanding the limitations of only using county vendors that are vetted by the county. But we are a community center serving this particular tax district. Where are we giving an extra benefit to those who live in this tax district and who would like to profit off of being an instructor here? I understand that is not just a Finance Committee angle – but when we look at the budget allocation by program, there are a bunch of these where an individual who could have been in our tax district but is not living in the community, is benefiting. I think it would be a good idea to start considering (just be aware of; not necessarily changing anything) how much of this is going back into the community? How much are we supporting local businesses or businesses owned by people who live in this tax district – do they have access to be able to solicit here? Maybe they should have special access. In the last program guide, a good majority of instructors were actually businesses owned outside of our tax district. I think that's an angle to consider. It goes between finance and programming, and to take it into consideration is very interdisciplinary. But I would love to be able to dig-in and just be cognizant of youth programs, performing arts, senior programming, special events and OFC – those are the ones to look at how much of the revenue MCC is making and is also being made by local vendors?

**comment by Comptroller Hockensmith:* I think the desire to keep it local could be supported all across. Typically in the past, if someone has an interest in teaching a certain class, they will approach it with MCC and we will look at how that compares to offerings we already have. We have often recommended that they become a county contractor (through a county Procurement process). We've had instances where local merchants have been able to start here at MCC and get set up as a county contractor, which then exposes them to wider access throughout the entire county. That benefits them and also us: they can start here at MCC and then expand to offering their classes perhaps through FCPA.

**comment by Executive Director Betsy May-Salazar:* If they don't have a contract but it's something we are really interested in we will offer a workshop or trial, and then encourage them to become contractors. Instructional is our one area where we follow a formula (it's a board-mandated policy of 20% revenue). But for things like Fiesta del Sol, we pushed heavily to hire local McLean-based restaurants and vendors. Everywhere we can, we are very focused on supporting local businesses.

***Fairfax Co. contracting process**

Question: Are there contractual supports on a yearly basis? Or is it a 3-year cycle?

It varies. Most contracts with the county are typically three years; with some opportunity for renewal. PIO office uses some contracts falling under Fairfax Co. as well as some with outside vendors, which may be for one year.

Question: Is sourcing for that the same way – you must go through Purchasing and the county vetting system?

Anything over \$10K has to go through county process. There are different thresholds– for most contracts (\$10K to \$50K) you need three bids and one must be from a SWAM (Small, Woman-Owned and Minority-Owned Business), with different approval levels. There is a whole process with that which we can discuss in a future meeting.

***it's difficult for local vendors to become county contractors**

Question: I'd be curious to see how many of those potential local vendors resulted in becoming a county contractor? The RFP process does not seem frequent. If accepted, then they can come into the system. For any business it takes approximately 1-3 years to even have the opportunity. It's something I would like to see the MCC Governing Board consider.

MCC has been open to testing/trial if the programming makes sense for us. We always must balance space usage and availability and when our Program Guide gets published.

**comment by Deputy Director Jonathan Melendez:* We also need to consider: What is the entrepreneurial capacity on the local business end – are they capable? And is it meeting the need of our users? But I agree that it's a good point.

Senior Programming

- FY28 establishes the first time that it will be a distinctive service area. TOTAL expenses: \$429K includes 89 fitness classes, socials, clubs, workshops, lectures, trips. Direct operating expenses: \$72,500
- Programming and recreation services make up the key expense (contracts; cost of trips)
- It is a very established program area but unlike other areas of Instructional cost recovery is not intended – many participants are on fixed incomes, so we want to make sure SIA is an affordable option for them and be able to benefit their lives by participating and socializing. We don't require SIA to be a revenue driver.

**clarification by Treasurer Peter Pin:*

The senior programming is one of those that doesn't have a big cost recovery. And the programs that really do are reasonably good on cost recovery: nearly 80+% cost recovery from the revenue we take in on the fees on big classes. This is the first year we broke out the senior citizens. If we have a place where MCC would subsidize, I would like to see it in this category, for our senior citizens, while we still have an excellent cost recovery from the programs that are much larger.

***MCC's focus on offering engaging programming for a particular demographic**

Question: Can you explain in a nutshell the history of the strategic planning for SIA. I'm interested in it because I've heard so much on the campaign trail about working families and that demographic, and this is great!

**comments by Executive Director Betsy May-Salazar and Comptroller Hockensmith:*

SIA came out of a demand by the community: very active voices saying they wanted a place more like a club and a place to come every day. We started out as a program like a club – a very low fee; offered 4 days a week. They have a dedicated facility (Hampton Room) and lots of NOT high expense programming: Mah Jongg; book clubs; strong interest in physical activity (SAIL). That's where we started to hit demand vs. what we were able to produce. SAIL is for seniors and mobility that we offer to that group and we wanted to sustain that. The program has morphed a few times: we got rid of membership-based fee; established a master mailing list; and changed it to paying for the exercise classes (at a very different rate than our normal rates). We manage the costs based on interest and tremendous growth. Mailing list now is over 300 people. It's a very active group. Now they are taking field trips. And we've moved from a part-time to a full-time staff position to support it this past year.

One thing we've noticed is that engagement and socialization is one of the biggest things for the senior population. And SIA fits a need for a lot of them - because when they go to senior centers, those are geared toward people who need a little more assistance. A lot of these seniors that come to our program are still very, very independent. That was a niche that was lost between those two things: they wanted to socialize with their own counterparts but also didn't want to necessarily have something categorized as assisted living programming. That is why we've seen a lot of growth in the SIA program. And they very much design it; they are part of the conversation and are helping to shape what is going to happen and what they want to add.

***measuring marketing efforts to the senior population (and other specific demographics)**

Question: I wonder about the marketing for this senior demographic, which is a very different persona that the MCC serves. I'd be curious to see the breakdown of the marketing here and there may be some marketing avenues that should be spent more on for this client profile than others.

That's why the intention has been to centralize the marketing budget so we can adjust to meeting the needs. Whereas in the past, perhaps more marketing dollars could have gone to The Alden because each performance has a marketing dollar attached to it. Now we can both promote those strategically but also see gaps: in senior programming; or youth programming. PIO Jessica Wu will track this.

***programming for specific groups must be kept in balance with total usage of MCC facility**

**comment by Executive Director May-Salazar:* SIA, in particular, is a balance, because it's reached its capacity. We redesigned the program to adjust for the pain points to allow to continue to accommodate the community need. But we don't want SIA to take over all our spaces every day. We try to develop programming in a balance, meeting the needs of seniors on different days, but also not exclusive for that just one demographic. We want to reach the community and meet their needs, but not necessarily push it big.

Question: I met a person from the community who is a senior but hasn't visited MCC since COVID and didn't think there was anything at MCC for him. He didn't want to be in a place with really old and sick people. The board member explained that there IS programming for all ages! He's been a long-time member of the community but hasn't been to MCC in five years.

We appreciate you all being 'ambassadors' for MCC and having that opportunity to encourage people in the community.

***time period for initiating a new program at MCC**

Question: For something like SIA, the gestation period of planning is one year. For something analogous to that, such as something for working families, that would take 1.5 years? What is the runway?

If we started to talk about something this year, and it jelled by Spring and we wanted to move forward, it would get into FY29 budget (with potential trials in FY28 if fits in budget). It depends on scaling – we can maybe do a mid-year adjustment in summer. It's just a matter of how fast can we do it? We like to do trials and small-scale offerings which are not that hard to introduce. However, doing something out of the cycle of the calendar is not useful.

In terms of budget there are only two opportunities when we can ask for additional funding: Q3 review / mid-year adjustments (in January 2027); and at carryover – when we transition to the next fiscal year. Typically, if we are going to put forth any additional costs in budgeting, they need to be offset by additional revenue that we expect. We all budget conservatively when it comes to revenues, so sometimes there are other opportunities.

Special Events

***Total budget supports:** estimated 34,700 participants at > Independence Day, McLean Day, Artfest, Fiesta del Sol, community sales, seasonal events and other activities.

***interest in offering more free or low-cost events**

Question: One thing that motivated me to be on MCC Governing Board is that free, low-cost events would be awesome!

Hypothetically, if we were to do a movie night once per month (8 times during the seasonal months) and it would cost \$50K, how could that get started? It's amazing how relatively inexpensive these opportunities are.

It is starting – we are sponsoring MRC's movie night this month which has moved to McLean Central Park and are in the conversation to potentially partner with them to expand that programming. It's not currently reflected in this budget. We also have three free film series in The Alden throughout the year— all these events are free to the public.

***MCC programming is based on a “pyramid” view of community benefit**

There is a pyramid of community events and what we see as 'community benefit' – these events are free and we're putting our money into these events that reach the most people. Then there are things up to the top of the pyramid where individuals pay for a class they are interested in. There is room for these conversations and for analysis of how we can build something organically and figure out how to make it work. And in this 'additional events' budget line item, there are lesser costs and more frequent ways to get together as a community – on the plaza on Friday nights, etc. We can start to create that kind of pattern. We have a lot of annual programs. SIA is one of those programs focused on continuous engagement where people are coming back and engaging. We can ask: Where else are people coming back repeatedly and engaging?

***The Alden Theatre (Performing Arts)**

Total operating expenses: \$1.66M roughly 79 events throughout the year

Question: Is there an attendance column for these?

Yes – we have tracked that data (projected attendance; comparison to actual audience). We have done that analysis and it will be shared out to the board at a future meeting.

FY27 – FY28 Fund Balance

***How various budget categories are insulated/protected – so one fund does not deplete another?**

- *Question: There is a CIP Reserve Fund and an Operating Contingency Reserve. How insulated are they from the general Operating Budget? If \$100 comes in, does \$1 go to CIP Reserve fund so that it won't be depleted? Does \$1.50 go into the Capital Improvement Reserve Fund? There are needs that one can't anticipate; so potentially, one fund can deplete another. What kind of protections are in place so that they maintain their viability?*
3 areas where monies get distributed in: 1. The Operating contingency reserve is stagnant at \$1M; it hasn't been adjusted for years (there may be more discussion of that in the next year – whether or not we want to change any of that in the future). It's there and we're not going to touch it; 2012 was the first year where that began. The current Reserve fund is a steady \$6.827M. 2. The Vehicle Replacement Fund (\$18K projected annually) - started in FY26. This gets added to annually. 2. Remainder is \$1.8M capital improvement reserve fund – which is all the funding for our capital projects.
- Because of the way the Operating Budget is presented at net zero, the budget presentation always looks like we're going to spend more than we do; but we don't – the revenue comes in better and typically looks much better at the end of the year. The last few years we ran the whole 50th Anniversary year events and were able to absorb those costs into operating.
**question by Treasurer Peter Pin: That is also one of my questions because the MCC General Fund balance and the CIP improvement reserve have both dropped pretty significantly. I'm curious as to a multi-year plan of how that gets replenished? Some of it is timing. But that is one of the concerns I have in going through the numbers.*
It drops in the presentation (actuals vs. FY27 reserves) – so it looks like it's going down dramatically; but in practice, it never happens that dramatically. We are presenting a balanced Operating Budget (our revenue projections for property tax income is significantly lower than what will actually come in). So we know we will be in a better position operationally; most likely, we will have a surplus. Which means that some of that capital budget is not going to be used. The trajectory is up, but it's a good measure; we want to stay within these projections. There is also a balance from the community of not wanting it to be too high. So we purposefully looked at balanced projects while maintaining adequate levels of reserves.

***Best practice recommendation for adequate amount of reserves**

Question: Is there a 'best practice?' In non-profit management, it's always a year and a half of reserves.

That doesn't apply in the same way to government, but we have been talking about it. But 80% of our revenue comes from the tax base. Even if something detrimental happened to the economy, what do we estimate the impact will be on our tax revenue and the budget.

**comment by Treasurer Peter Pin: You have a way that it gets replenished, so maybe clarify this aspect so that piece is addressed. It gets replenished; there was just recently a drop – so it all hits in one year.*

***recommending a total master plan for projected reserve expenses for MCC facility**

**comment by Executive Director May-Salaar: It is useful, as mentioned in Capital Facilities Committee meeting, to track lifespans of all our equipment and being able to plan out in order to anticipate potential cyclical expenditures. For example, we clearly anticipate having to replace 5 HVAC units every 30 years; and the roof every 20 years.*

**comment by Treasurer Peter Pin: One thing to consider is looking at a multi-year capital plan: 3 – 5 years. Something that is a little beyond this 3-year window. That might be a good view to have, particularly with the capital plan.*

***How Fairfax County impacts the budgets of other agencies**

Question: For compensation & Benefits, is it completely non-discretionary and is sent to us by the county? Does that mean that MCC being treated as any other agency of Fairfax County? Is that how other agencies are impacted, in terms of budgeting?

Yes – 100% as any other agency in terms of processes and procedures. But one way we are somewhat shielded from is that: if we were part of the county General Fund and the County decided they needed to present a budget of 5% decreases overall that would apply to us as well. MCC has not had to do that in recent years because we have our own funding source that is local and more insulated. The budget process has been difficult in the county in the past couple of years (Executive Director May-Salazar participates in all those discussions) but MCC does not have to make any changes.

Question: But still, it is a delicate dance that you must do!

Yes – and there are things we are very respectful of. We don't want to appear to be over-spending or taking on a big project when other agencies are required to make cuts. For example, Health and Human Services, which our agency falls under, instituted a freeze on professional development travel outside of the east coast – that applies to us.

SUMMARY:

After all questions had been addressed, Treasurer Pin thanked the new members for participating in a thorough discussion. He offered a few suggestions: it's good to know that we have a balanced budget. MCC has a stable tax rate – 2.3 c on \$100 of assessed value; the rate has been the same for over a decade. Treasurer Pin suggests the following points of analysis:

1. Perhaps a sensitivity analysis of what a wide swing in the general tax rate might do to our budget?
2. We have a reasonable cost recovery in the programs. But if we know we are getting a return of over 80% on the youth programs – consider maybe making it actually manage to a policy number of what we'd like to achieve: 80%+ on a given program. Manage to a policy.
3. Overall, it's a strong program that MCC runs. We have a lot of good fiscal discipline. We are 'single source' for revenue from taxes. But overall, the budget is exact, and income and expenses come out perfectly and MCC is generally in good health.
4. Treasurer Pin asks the Finance Committee to dig-in, ask questions, get familiar with the numbers, and continue to be present as we go through this next month in iterative meetings about the FY28 budget.

Treasurer Peter Pin stated the following MOTION:

MOTION: To forward the proposed FY28 Budget for consideration by the MCC Governing Board at Meeting-of-the-Whole on September 9.

Approved by a vote of four: Peter Pin; Minoo Razavi, Michael Signer, Michael Solomon
– all voting “AYE.”

Yingxi Zhao was absent.

OPPORTUNITIES FOR PUBLIC ENGAGEMENT IN FY28 BUDGET DEVELOPMENT PROCESS:

MCC Tax District residents are welcome to contribute their feedback as taxpayers who support the McLean Community Center through the following opportunities to engage with the FY28 budget development process:

1. Attend in-person to observe Finance Committee Meeting-of-the-Whole on Wednesday, Sept. 9 at 6:30 pm
2. Express verbal comments in-person at upcoming Public Hearing on FY28 Budget, Wed., Sept. 23 at 6:30 pm.
3. Submit written comments from now through Monday, October 12: online: feedback@mcleancenter.org
by mail: McLean Community Center 1234 Ingleside Avenue McLean, VA 22101

ADJOURNMENT

With all business matters concluded, Treasurer Pin thanked everyone for attending and adjourned the meeting at 7:50 p.m. Respectfully Submitted, Holly Novak - Executive Assistant

FY28 budget presentation is shown below.



MCC PROPOSED BUDGET

FISCAL YEAR 2028

*Prepared for MCC Finance
Committee
Wednesday, September 2, 2026*

Executive Summary



McLean Tax District

MCC maintains a strong history of financial stewardship. We have one of the lowest tax rates of our peer groups at 2.3c / \$100 of Assessed Values. This rate has been maintained since 2015.



Capital Improvement

MCC continues with many ongoing Capital Improvement Projects within the Center, The OFC, and Alden Theatre. Project considerations are being made for FY28 and will be brought for Governing Board Approval.



Program Revenue

FY28 Program Revenue is expected to be 1.15M a slight increase over the FY27 budget of \$1.10M.



Total Revenue Outlook

Total FY28 Revenue is estimated to be \$8,572,000 – 4.78% increase over FY27 projections.



Expense Forecast

Total FY28 Total Payroll and Operating Expenditures are projected to be \$8,572,000.



MCC's FY28 Plan

MCC enters FY28 in strong fiscal health and the budget plan highlights financial stability with a balanced budget.



MCC Revenue Sources

Special Events

\$85,000

Performing Arts

\$128,000

Instructional

\$627,000

Youth

\$100,000

Old Firehouse

\$193,000

Senior Programming

\$23,000

Rental & Misc.

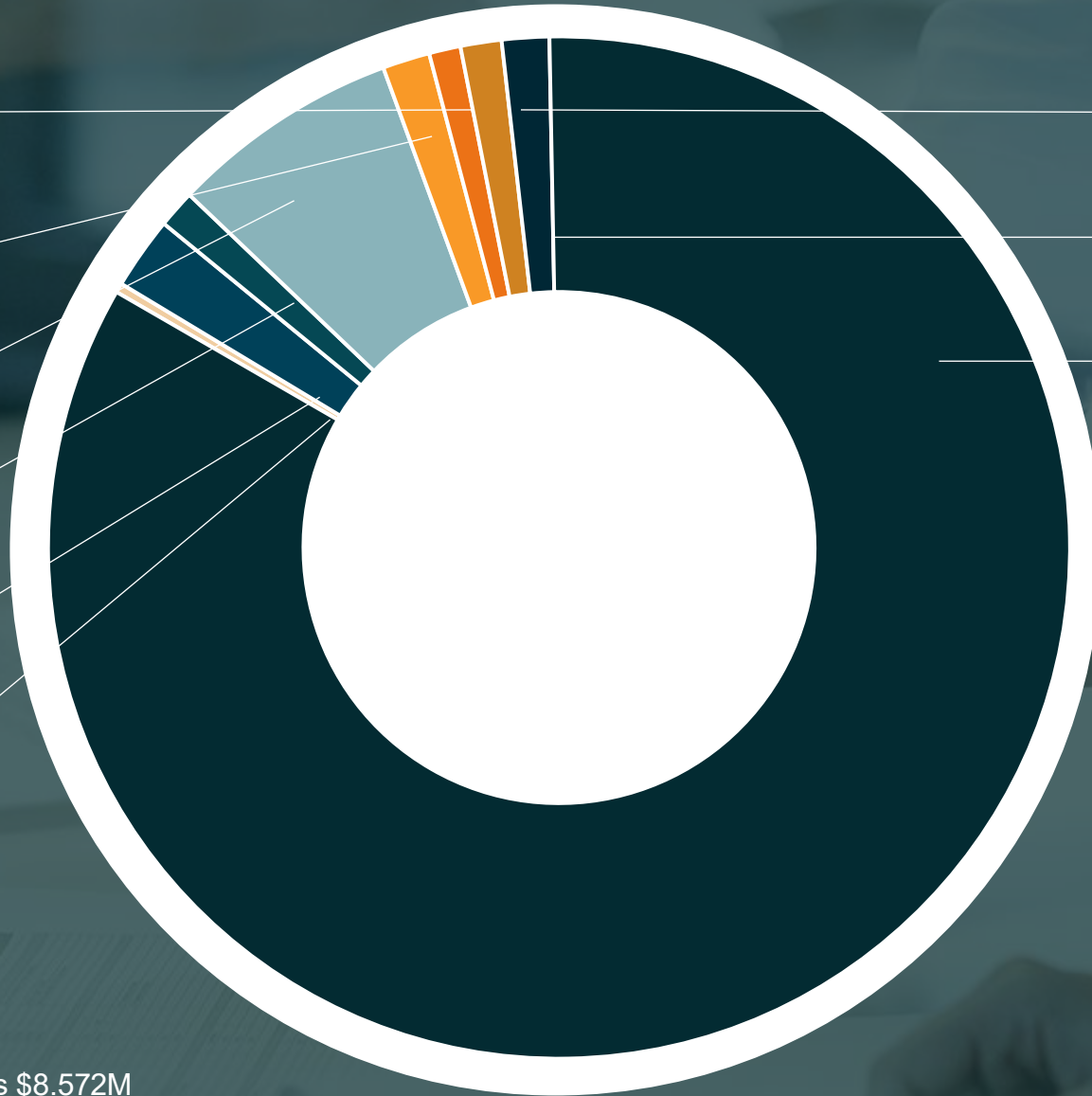
\$110,000

Interest

\$130,000

Real Estate Tax

\$7,180,000



Note: (\$4000) adjustment not reflected. Total Revenue is \$8.572M

Financial Overview FY26-FY27-FY28

McLean Community Center						
	FY26		FY27		FY28	
	Actuals		Adopted		Proposed	
Real Estate Tax	7,011,028	81.0%	6,846,722	83.7%	7,180,000	83.8%
Pooled Interest	182,818	2.1%	130,000	1.6%	130,000	1.5%
Total Tax and Interest	7,193,846	83.1%	6,976,722	85.3%	7,310,000	85.3%
Instructional Programs	775,848	9.0%	603,035	7.4%	627,000	7.3%
Senior Programming	-		-		23,000	0.3%
Special Events	73,332	0.8%	108,000	1.3%	85,000	1.0%
Performing Arts	164,768	1.9%	110,000	1.3%	128,000	1.5%
Youth Programs	128,234	1.5%	98,650	1.2%	100,000	1.2%
Old Firehouse Center	208,454	2.4%	185,000	2.3%	193,000	2.3%
Adjustments	(2,360)	0.0%	(4,000)	0.0%	(4,000)	0.0%
Net Program Revenue	1,348,276	15.6%	1,100,685	13.5%	1,152,000	13.4%
Miscellaneous & Rentals	113,314	1.3%	104,000	1.3%	110,000	1.3%
Total Revenue	8,655,437	100.0%	8,181,407	100.0%	8,572,000	100.0%

FY28 Tax Revenue Summary

2026 Assessment Year McLean Community Center Taxable Assessments By Classification			
Classification	Total Parcels		Total Assessment
Non-Residential	305	\$	1,005,702,190
Residential	18,033	\$	31,397,631,410
Total	18,338	\$	32,403,333,600



Tax Revenues:

- Tax Revenues = Total Tax Assessment of Properties in MCC Tax District multiplied by tax rate.

Example: For a house assessed at \$1,000,000, MCC tax assessment at 2.3¢ per \$100 would be \$230 per year.

- MCC uses FY 2026 tax assessment projections, provided by the County, for FY 2028 tax calculations.
- Actual Assessments for FY 2028 will not be announced until early 2027. As a result, the tax revenue for FY 2028 is a projection.

FY28 Expenditures Defined



Operating Expenses

Operating Expenses represent the expenses used to operate MCC on an annual basis. They include regular costs such as, facility maintenance, utilities, instructor fees, supplies, theatre productions and expenses associated with events like Independence Day and McLean Day. The funding for operating expenses is budgeted and approved for a single fiscal year.



Personnel Expenses

Personnel Expenses include salary compensation, taxes and benefits, such as health, retirement and workman's compensation. Compensation is determined by Fairfax County.



Capital Expenses

Major Expenses used to acquire, upgrade, and maintain physical assets such as property, buildings, technology, or equipment. These expenses are budgeted to be spent either in a single fiscal year or across multiple years. An unfinished capital project can have its funding moved to the next fiscal year if this is deemed necessary to complete the purchase/work.

FY28 Payroll and Operating Expenses

Operating

41%

\$3,534,403

Compensation

42%

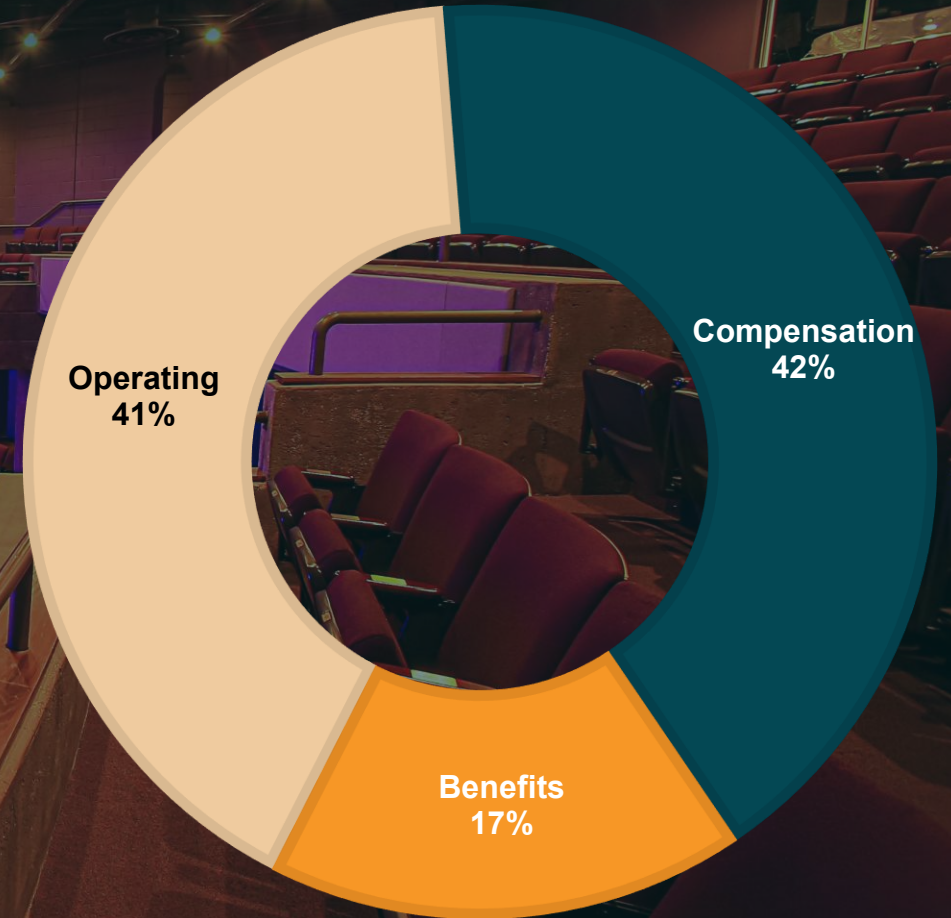
\$3,580,848

Benefits

17%

\$1,456,749

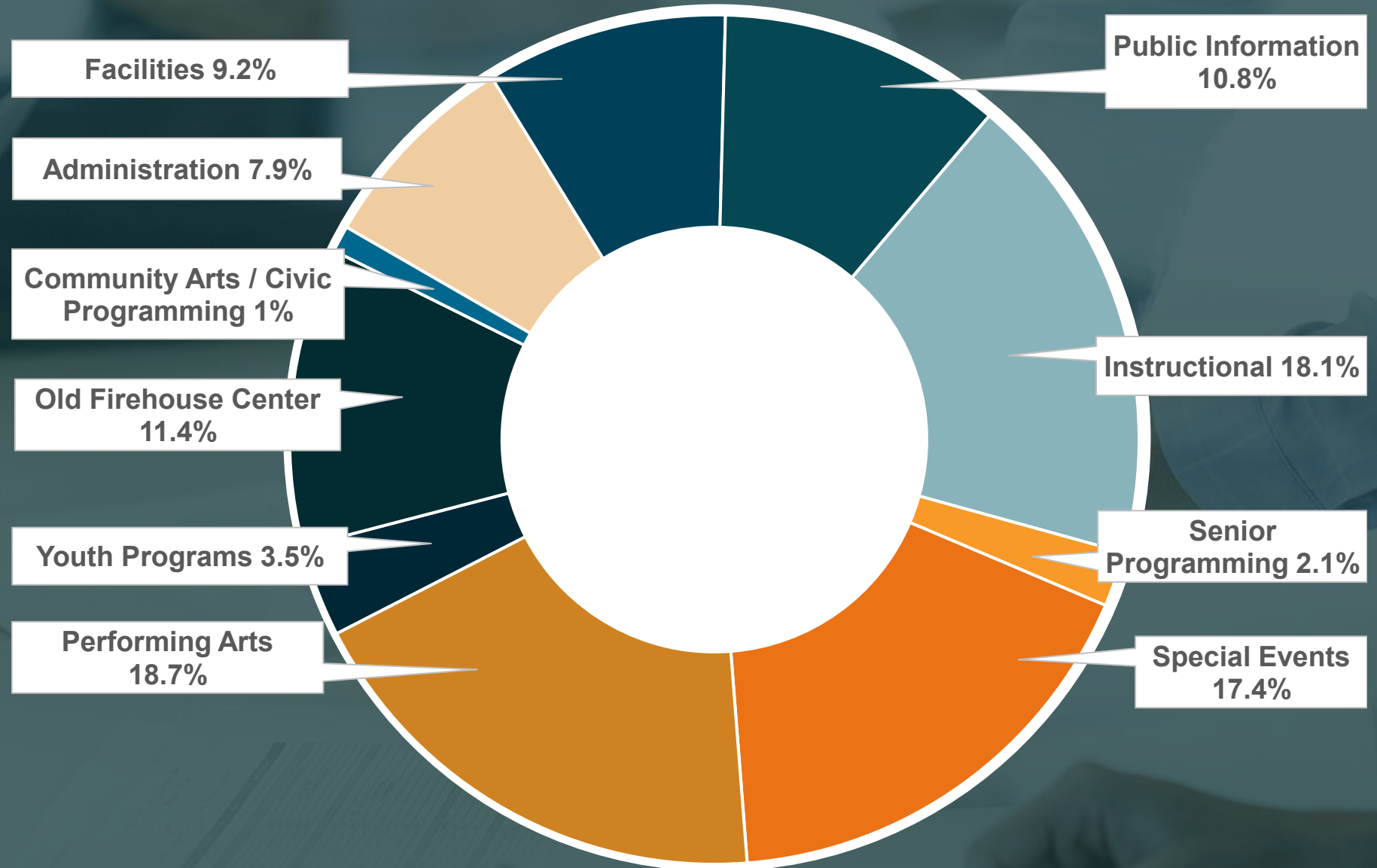
Total Expenses
\$8,572,000



Financial Overview FY26-FY27-FY28

McLean Community Center						
	FY26 Actuals		FY27 Adopted		FY28 Proposed	
Operating Programming Expenditures						
Administration	304,930	9.2%	224,600	6.5%	279,400	7.9%
Facilities	313,685	9.5%	297,200	8.6%	325,603	9.2%
Public Information	183,468	5.6%	261,400	7.5%	382,300	10.8%
Total Support Expenditures	802,083	24.3%	783,200	22.6%	987,303	27.9%
Instructional Programs	702,716	21.3%	620,063	17.9%	638,700	18.1%
Senior Programming	-	0.0%	-	0.0%	72,500	2.1%
Special Events	429,867	13.0%	601,490	17.4%	614,500	17.4%
Performing Arts	782,387	23.7%	899,861	26.0%	662,400	18.7%
Youth Programs	119,679	3.6%	121,045	3.5%	122,000	3.5%
Old Firehouse Center	429,957	13.0%	405,500	11.7%	402,000	11.4%
Community Arts / Civic Programming	34,483	1.0%	35,000	1.0%	35,000	1.0%
Total Program Expenditures	2,499,089	75.7%	2,682,959	77.4%	2,547,100	72.1%
Total Support + Program Exp	3,301,171	100.0%	3,466,159	100.0%	3,534,403	100.0%

Budget Allocation by Program



Administration FY28

Executive – Finance – Customer Service

Total Budget:	\$1,680,944
Compensation & Benefits	\$1,401,544
Operating Expenses	\$279,400

Key Expenses:	
Postage	\$60,000
Printing	\$50,000
PC Replacement	\$40,000

Administration \$279,400
operational expenses make up
7.9% of total operating
expenditures

Facilities FY28

Building Services – Facility Operations

Total Budget:	\$905,626
Compensation & Benefits	\$580,023
Operating Expenses	\$325,603
Key Expenses:	
Maintenance Contracts	\$130,000
Maintenance & Repairs	\$103,800
Electricity	\$60,000

Facilities \$325,603 operational expenses make up 9.2% of total operating expenditures

Public Information FY28

Public Information – Media Marketing – Graphic Design

Total Budget:	\$835,688
Compensation & Benefits	\$453,388
Operating Expenses	\$382,300

Key Expenses:

Advertising	\$158,000
Printing (Marketing)	\$85,000
Contract Services	\$60,000

Public Information \$382,300
operational expenses make up
10.8% of total operating
expenditures

Instructional Classes & Specialty Camps

FY28 Proposed Budget

Program	Courses	Expenses	Revenue
Dance Classes	59	\$ 212,400	\$ 244,260
Fitness Classes	30	\$ 68,600	\$ 78,890
Dog Training / Self Defense	4	\$ 3,900	\$ 4,485
Cooking Classes	62	\$ 33,000	\$ 37,950
Sports Classes	14	\$ 12,500	\$ 14,375
Childrens Music Classes	44	\$ 84,600	\$ 97,290
Chess Classes	2	\$ 6,200	\$ 7,130
CPR Class / Baby Sitting	3	\$ 2,900	\$ 3,335
Science/ Stem Classes	4	\$ 4,500	\$ 5,175
Dance Camps	8	\$ 28,000	\$ 32,200
Cooking Camps	4	\$ 13,240	\$ 15,226
Chess Camps	4	\$ 15,905	\$ 18,291
Science Camps	8	\$ 39,955	\$ 45,393
Additional Offerings	10	\$ 20,000	\$ 23,000
Workshop, Lectures, Clubs	10	\$ 13,000	
Overhead		\$ 80,000	
Total Instructional	266	- \$ 638,700	\$ 627,000

Total Expenses \$877,909

Compensation and
Benefits \$239,209

Operating Expenses \$638,700

Key Expenses:

Instructor Fees \$575,000

Financial Services \$50,000

Instructional \$638,700 operational
expenses make up 18.1% of total operating
expenditures

Senior Programming - SIA

FY 28 Proposed Budget

Program	Courses	Expenses	Revenue
Senior Fitness	24	\$ 27,000	\$ 18,500
Classes	17	\$ 10,000	\$ 2,000
Socials	6	\$ 3,000	\$ -
Workshops, Lectures, Clubs	35	\$ 11,000	\$ 500
Trips	7	\$ 12,400	\$ 2,000
Overhead	-	\$ 9,100	\$ -
Senior Programming	89	\$ 72,500	\$ 23,000

Total Expenses **\$249,051**

Compensation and
Benefits **\$176,551**

Operating Expenses **\$72,500**

Key Expenses:

Prog/Rec Services **\$56,000**

Senior Programming \$72,500 operational expenses make up 2.1% of total operating expenditures

Special Events

FY28 Proposed Budget				
Program	Attendance	Expenses	Revenue	
Independence Day	4,500	\$ 117,700	\$ -	
Fall Parking Lot Sale	1,200	\$ 2,650	\$ 1,500	
McLean 5K	600	\$ 13,700	\$ -	
McLean Artfest	2,000	\$ 61,500	\$ 10,000	
Antique Show	1,200	\$ 6,500	\$ 6,000	
Holiday Craft Show	2,500	\$ 8,700	\$ 6,000	
Winter Lights		\$ 5,750		
Fiesta Del Sol	1,200	\$ 67,100	\$ -	
Recycling Event	300	\$ 5,900	\$ -	
Spring Parking Lot Sale	1,200	\$ 3,200	\$ 1,500	
McLean Day	20,000	\$ 277,600	\$ 60,000	
Additional Events		\$ 22,000	\$ -	
Overhead	-	\$ 22,200	\$ -	
Total Special Events	34,700	\$ 614,500	\$ 85,000	

Total Expenses **\$1,012,510**

Compensation and
Benefits **\$398,010**

Operating Expenses **\$614,500**

Key Expenses:

Contracts **\$327,500**

Equipment Rentals **\$206,000**

Special Events \$614,500 operational
expenses make up 17.4% of total
operating expenditures

Note: Antique show revenue goes to support the MacDonald Scholarship Fund.

Performing Arts – Alden Theatre

FY28 Proposed Budget				
Events	No. of Events	Expenses		Revenue
Adult Series	7	\$	180,110	\$ 55,000
Family series	19	\$	117,770	\$ 35,000
Outdoor concerts	6	\$	67,470	\$ -
Library Speakers	1	\$	7,140	\$ -
Movies	33	\$	7,800	\$ -
Chamber Music	5	\$	27,520	\$ 3,500
School Shows	8	\$	8,750	\$ -
Events Subtotal	79	\$	416,560	\$ 93,500
Recurring Classes With Performances		Expenses		Revenue
Youth productions		\$	25,050	\$ 3,000
UTP		\$	11,325	\$ -
Macdonald Competition		\$	6,170	\$ 500
Community Arts Rentals		\$	550	\$ 11,000
Other Rentals		\$	660	\$ 20,000
Recurring Subtotal		\$	43,755	\$ 34,500
Facility Maint. & Operating		\$	202,085	
Total Performing Arts		\$	662,400	\$ 128,000

Total Expenses **\$1,666,833**

Compensation and Benefits **\$1,004,433**

Operating Expenses **\$662,400**

Key Expenses:

Artist Fees **\$401,000**

Equipment/Supplies **\$90,000**

Performing Arts \$662,400 operational expenses make up 18.7% of total operating expenditures

Youth Programs

FY28 Proposed Budget

Program	Attendance	Expenses	Revenue
Harvest Happenings	800	\$ 12,000	\$ -
Holiday Gingerbread	190	\$ 5,000	\$ 2,000
Milk & Cookies with Santa	330	\$ 5,000	\$ 4,500
Spring Fest	800	\$ 11,000	\$ -
Touch a Truck	1,300	\$ 1,500	\$ -
Parent/Child Dance	250	\$ 6,000	\$ 1,500
Youth Events Sub Total	3,670	\$ 40,500	\$ 8,000
Camp McLean		\$ 81,500	\$ 92,000
Total Youth Programs		\$ 122,000	\$ 100,000

Total Expenses **\$320,112**

Compensation and
Benefits **\$198,112**

Operating Expenses **\$122,000**

Key Expenses:

Contracts **\$32,000**

Transportation (Camps) **\$30,000**

Youth Programs \$122,000 operational expenses make up 3.5% of total operating expenditures

Old Firehouse Center

FY 28 Proposed Budget

Program	Expenses	Revenue
After School Program	\$ 8,000	\$ 5,000
Family Events	\$ 53,000	\$ 2,500
Friday Night Activities	\$ 23,500	\$ 25,500
Break Trips	\$ 34,500	\$ 35,000
OFC Camp	\$ 135,000	\$ 125,000
Rentals	\$ -	\$ 20,000
Facility Maint. & Operating	\$ 148,000	\$ -
Total Old Firehouse Center	\$ 402,000	\$ 213,000

Total Expenses **\$988,327**

Compensation and
Benefits **\$586,327**

Operating Expenses **\$402,000**

Key Expenses:

Rec. Activities **\$70,000**

Rec. Services **\$60,000**

Old Firehouse Center \$402,000
operational expenses make up 11.4% of
total operating expenditures.

FY27-28 Capital Improvement Budget

McLean Community Center Capital Improvement Projects

Project Description	FY27 Project Balance	FY27 Mid Year Adjustment	FY27 Budget Revised	FY28 Budget
Theatre Projects				
AV/IT/Dante Cat 6e Wiring Infrastructure Installation in Theatre Installation	371,725		371,725	
Theatre Chain Hoist System	22,000		22,000	
Theatre Cyclorama motorized Roll Drop	15,000		15,000	
Equipment - Audio Booth Console	68,000		68,000	
McLean Central Park Pavillion Infrastructure	10,000	(10,000)	-	
Follow Spot Lights	22,000	(22,000)	-	
Total Theatre Projects	\$508,725	(\$32,000)	\$476,725	

Note: Capital Improvement expenses are paid out of MCC's Reserve Fund.

FY27-28 Capital Improvement Budget

Capital Improvement Projects				
Project Description	FY27 Project Balance	FY27 Mid Year Adjustment	FY27 Budget Revised	FY28 Budget
MCC and OFC Projects				
Old Firehouse - Upgrades and ADA Project	173,058		173,058	
MCC Energy Study & Implementation	36,567		36,567	
Signage - MCC, OFC	4,283		4,283	
Storage Sheds	30,653	(30,653)	-	
Digital Sign - McLean Central Park	142,332	90,000	232,332	
Security Camera Upgrades & Monitoring System	17,000		17,000	
MCC Landscaping Development - Design & Implementation	TBD	50,000	50,000	TBD
Repaving/Repair of MCC Parking Lot	TBD	265,000	265,000	
Duvall Roof Replacement	TBD	110,000	110,000	
Replacement Furniture - Meeting Spaces	TBD	30,000	30,000	
HVAC Replacement - Gallery				75,000
Total MCC - OFC Projects	\$403,893	\$514,347	\$918,240	\$75,000
Total Capital Expenses - Theatre + MCC Projects	\$912,618	\$482,347	\$1,394,965	\$75,000

FY27-28 Fund Balance

Financial Summary FY26-F28			
Fund Statement	FY26 Actuals	FY27 Revised	FY28 Proposed
Beginning MCC General Fund Balance	\$ 7,159,901	\$ 6,827,466	\$ 5,005,915
Total Revenue	\$ 8,655,717	\$ 8,181,407	\$ 8,572,000
Total Operating Expenditures	\$ (8,152,638)	\$ (8,589,993)	\$ (8,572,000)
Net Surplus (Shortfall) from Operations	\$ 503,079	\$ (408,586)	\$ -
Less Capital Expenses	\$ (817,514)	\$ (1,394,965)	\$ (75,000)
Less Vehicle Replacement	\$ (18,000)	\$ (18,000)	\$ (18,000)
Net Surplus (Shortfall)	\$ (332,435)	\$ (1,821,551)	\$ (93,000)
MCC General Fund Balance	\$ 6,827,466	\$ 5,005,915	\$ 4,912,915
Capital Improvement Reserve Fund	\$ 5,809,466	\$ 3,969,915	\$ 3,858,915
Vehicle Replacement Reserve Fund	\$ 18,000	\$ 36,000	\$ 54,000
Operating Contingency Reserve	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Total Fund Balance	\$ 6,827,466	\$ 5,005,915	\$ 4,912,915

Note: FY27 Revised includes carryover from the previous fiscal year and salary adjustments.

THANK YOU!

