McLean Community Center

Strategic Plan
Public Hearing

July 6, 2022
Project Plan

**Situation Analysis**
- Project Kick off (Oct)
- Background Review
- Operational Analysis
- Key Informant Interviews
- Environmental Scan
- Community Listening 1
- Community Survey
  - Defining Success Workshop
  - Deliverable: Situation Analysis Summary

**Context and Opportunities**
- Trends and Best Practices
- Internal Alignment Survey
- Defining the Future Workshop
- Community Listening 2
  - Board & Staff Meeting
  - Deliverable: Future Vision & Elements for Success

**Strategic Plan**
- Goals & Objectives
- Strategies & Action Plan
- Institutional Impact
- Recommendations and Implementation
- Community Listening 3
  - Draft Final Plan
  - Public Hearing
  - Final Plan

**Monitoring**
- Monitoring strategic plan progress
- Recommending adjustments
- Support budgeting

*Monthly reports at board meetings also open to the public*
### Public Meetings & Presentations

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Location</th>
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<tbody>
<tr>
<td>Board Meeting – Kick Off</td>
<td>10/13/21</td>
<td>McLean Community Center</td>
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<tr>
<td>Board Meeting – Strategic Plan Update</td>
<td>12/8/21</td>
<td>Zoom</td>
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<td>(preceded by pre-read)</td>
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<tr>
<td>Board Meeting – Purpose, Vision, Mission &amp; Success Defined</td>
<td>1/26/21</td>
<td>McLean Community Center</td>
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<tr>
<td>Board Meeting – Internal Survey &amp; Best Practices</td>
<td>2/23/22</td>
<td>McLean Community Center</td>
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<tr>
<td>Board Meeting – Strategic Plan Update</td>
<td>3/23/22</td>
<td>Zoom</td>
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<tr>
<td>Board Meeting – Plan Goals, Metrics &amp; Strategies</td>
<td>4/20/22</td>
<td>Zoom</td>
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<tr>
<td>Board Meeting – Draft Plan Response</td>
<td>5/25/22</td>
<td>Zoom</td>
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### Public Input Sessions

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<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tr>
<td>Community Listening Session #1</td>
<td>11/18/21</td>
<td>McLean Community Center</td>
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<tr>
<td>Community Listening Session #1 (Zoom)</td>
<td>11/19/21</td>
<td>Zoom</td>
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<tr>
<td>Community Survey</td>
<td>Open 10/01/21 – 12/05/21</td>
<td>Responses: 786</td>
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<td>Community Listening Session #2</td>
<td>2/23/22</td>
<td>Old Firehouse Teen Center</td>
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<tr>
<td>Community Listening Session #2 (Zoom)</td>
<td>2/24/22</td>
<td>Zoom</td>
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<td>30 day Posting &amp; Survey Link</td>
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<tr>
<td>Plan Draft Public Meeting</td>
<td>7/5/22</td>
<td>McLean Community Center</td>
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Main Elements to the Plan
What is different?

Prioritizes **breadth of reach**

Reconciles **local, regional and national** presence with focus on quality

Allows for **innovation** and risk-taking

Focused on **sustainable practice** – building & operations, as well as community influence

Drives **best practices** in governance and clarity of roles & responsibilities

Clear and transparent **financial targets** – supporting both growth and capital reserves

Defines **metrics** for implementation plans and reporting, with appropriate tools
What is *not* different?

- Cultivation of partnerships
- Service to Small District 1A taxpayers
- Alignment with County plans and priorities
  - County Strategic Plan
  - One Fairfax
  - Community-wide Energy and Climate Action Plan
MCC’s purpose is to...

Provide a sense of community for residents of Small District 1A-Dranesville
Our Vision...

MCC generates inspiration, creativity and connection in McLean and its communities.
The mission of the McLean Community Center is to provide access to inspirational arts and cultural experiences, learning, civic, recreational and social activities in an inviting and equitable manner to all Small District 1-A Dranesville residents.
Values

- **Equity** – ensuring all the diverse voices in our community are heard respectfully, and served equitably

- **Innovation** – embracing the discovery of the new, the bold, the unexpected

- **Responsiveness** – providing the best experience and service for all with whom we interact

- **Sustainability** – stewarding our resources toward the long-term health of our community, our environment, and our institution

- **Transparency** – cultivating an atmosphere of trust and sharing our successes and challenges

- **Joy** – bringing transformative inspiration to all the people of our community
Strategic Plan Goals

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

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

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

Showcase excellence
Deliver excellent programming in an operationally innovative fashion.

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

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

Objectives
- Expand MCC’s community footprint, including digital presence.
- Become more embedded within our community.

Strategies
- Use social media and digital resources to broaden, deepen, and diversify our reach.
- Make the MCC/OFTC easier to find.
- Engage local community enterprises (e.g., real estate, restaurants).

No one even knows it is there
- stakeholder interview

Better and more consistent social media efforts
- community survey

Be an active presence in the McLean Downtown center with regular community events and programming
- public input meeting
Welcome all of McLean and its global community

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

Objectives

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

Bring neighbors together—so much of life is scheduled and formal–how can the community center create authentic connections for the neighborhoods that it serves?

- community survey

Strategies

- Identify and prioritize distinct McLean communities to engage, and to generate interest in programming.
- Revamp course registration and website features to help users find offerings in multiple locations.
- Develop / expand existing programming that helps people make new social connections.
- Explore weekend game programming at the OFTC.
- Explore and invest in amenities to encourage longer and more comfortable visits.
Objectives

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

Strategies

- Commit to more and deeper partnerships.
- Foster habits of generosity in our community.
- Respond to topical concerns in McLean and the region through our programming.
- Explore investments to support learning in programming and through partnerships.
- Nurture intergenerational connections.

“[I want the MCC to be...] “a spot for students to come learn about different topics, and to reach out to the community as a whole.”

- Public Input Session Participant
Objectives

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

Strategies

• Craft a definition of “excellence” that aligns with the MCC’s purpose, vision and mission.
• Reimagine evaluation practices to increase transparency and evaluate performance around programming.
• Research new ways to deliver programs.
• Align staff capacity with desired programmatic outcomes.
• Encourage bold risk taking with permission to fail.

I’ve attended and participated in events and activities at the MCC for decades. The quality is consistently fantastic. We are extremely lucky to have the MCC and its dedicated staff in our community.

- community survey
Model sustainability

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

Objectives

• Ensure positive and satisfying governance and employee experience.
• Steward our financial resources.
• Make our operations more sustainable, as a model for the community
• Increase awareness of sustainable practice in the McLean community and create an education platform in partnership with others.

Strategies

• Embrace best governance practice.
• Clarify MCC’s relationships with partner organizations.
• Develop and implement a matrix staffing and accountability model.
• Explore ways to diversify MCC’s revenue mix.
• Integrate One Fairfax initiatives and principles throughout the MCC/OFC.
• Integrate the Fairfax County Sustainability Vision throughout the MCC/OFC.
• Provide learning opportunities about environmental sustainability for McLean residents, MCC users, Governing Board and staff.
• Lead by example by reducing the overall environmental impact of our facilities. (e.g., energy efficiency, waste reduction, conservation, etc.).

[Can be a] resource and local management hub for climate change and sustainability efforts at the local, neighborhood, and individual level.

- Public Input Session Participant
MCC Strategic Plan aligns with County Policies
Thank you