



To: Governing Board Members / McLean Community Center  
From: Michele Walter & Rebekah Boggs / AMS  
Cc: Daniel Singh, Executive Director / McLean Community Center  
Date: July 8, 2022  
Project: 1523 / MCC Strategic Plan  
Re: Public Input to the Strategic Plan Draft

## MEMO

Following are some general comments and a process recommendation following the public input period for the strategic plan.

We have reviewed and organized the public feedback received on the draft strategic plan. This included over 300 comments in the survey instrument, several documents / memos e-mailed to the Center, and comments received in person at the hearing on July 6, 2022. All input received will be available as an addendum to the plan.

The comments generally fall into three categories: a) specific comments related to a goal or some wording in the plan; b) general comments about the plan direction; and c) comments regarding the Center more generally but not related to the content of the strategic plan. Further, there are clearly comments by members of the general public as well as more detailed comments by stakeholders who are very familiar with the inner workings of the organization and/or facility(ies).

A strategic plan is a roadmap of the future direction for the organization. It serves as the guidepost for future decisions regarding the specifics of implementation. Future program plans and budgets should have clear reference to the priorities of the plan, but the decisions regarding action steps may change over time to better attain the goals as stated.

The purpose of this memo is to highlight areas where there was sufficient input or feedback regarding aspects of the strategic *direction* of the organization. Governing board and/or staff members may reference the many practical ideas contained in the public feedback as future implementation plans are developed.

**Issue #1:** Service delivery recipients. There are several comments suggesting that plan references to the *broader McLean community or region* are ill-placed, and that MCC programs and services should be targeted solely for the benefit of the Small



District 1A – Dranesville taxpayer. Further, the Center’s role in maintaining the community “small town feel” is a priority for some.

**Issue #2:** Innovation and change. There are many comments that suggest that some taxpayers of Small District 1A – Dranesville do not support the level of ambition reflected in the plan. References to technology, innovation, and risk appear to trigger a reaction against growth. Further, several questioned the reference to aligning staff capacity with desired programmatic outcomes (Goal 4, although this strategy actually ranked high in the overall ranking) and the environmental sustainability initiatives referenced in Goal 5 as adding unnecessary expense.

**Issue #3:** Role of MCC in assisting community organizations. Both the Chamber and MCA requested that the mission be reverted back to its original mission:

*“McLean Community Center provides a sense of community for residents of Small District 1A-Dranesville by offering programs, **assisting community organizations and furnishing facilities** for civic, cultural, educational, recreational and social activities.”*

Other respondents focused on wanting local artists and organizations to be the primary beneficiaries of the center, and yet others requested more specificity as to the notion of partnerships – who could become a partner, how that would be decided, what the benefits of partnerships would be, etc.

Finally, some took issue with Goal 5 Strategy 4 “Explore ways to diversify MCC’s revenue mix,” believing that MCC would begin to compete with local non-profit organizations for philanthropic dollars.

**Issue #4:** Political neutrality. We know this is a divided time, and there are as many positive comments about fresh new programming and efforts to reach diverse audiences as there are negative ones about not forcing a social justice agenda.

**Issue #5:** Roles and responsibilities. Language within Goal 5 Strategy 1 (“Conduct staff training on the role of the board as the ultimate governing body”) has been questioned as to its alignment with the MOU and Fairfax County policy. Further, clarity on roles and responsibilities of board vs. staff members has been a significant strain throughout the planning process, and an internal survey revealed that neither board nor staff believed there was sufficient clarity of respective roles and responsibilities.

Additionally, alignment with One Fairfax ranked low as a strategic priority and several comments suggested that MCC should be independent from the County.

We believe that this issue will take time and work to resolve, with support and input from the County. We recommend that the strategy be reworded as follows:



1. Embrace best governance practice.
  - a. Work with the County and outside board development counsel to clarify ~~Develop and implement~~ a board and staff roles and responsibilities.
    - i. Clarify the boundaries of policy vs. implementation.
    - ii. Create a governance committee to conduct board orientations and recommend methods to enhance board member satisfaction.
    - iii. Clearly delineate which policies are the purview of the County and which the governing board.
    - ~~iv. Conduct staff training on the role of the board as the ultimate governing body.~~
    - ~~v. Structure Board committees to support Board engagement in policy, community relations and governance.~~

As to the first four issues, we would not characterize them as disagreement with the overall direction of the strategic plan. Rather, we believe these four issues require care in implementation planning to move at a measured and meaningful pace, with transparent operations and a continual feedback loop.

## Next Steps

Along with the public comments there was a prioritization mechanism to allow community members to have input as to the relative importance of various proposed strategies to the achievement of the strategic goal. Those results are also attached to this memo. Wednesday's workshop will have two parts: a) to discuss and gain agreement on the strategy prioritization and b) review and discuss the above issues and determine what, if any, changes should be made to the draft strategic plan. Following that work MCC should be in a position to take up adoption of the plan at its regular meeting on July 27.

Please let me know if you have any questions.

## Strategy Ranking Overall

Goal	Strategy #	Description	Percentage
<b>HIGH IMPORTANCE</b>			
Strategies that more than 75% of respondents ranked as Very Important or Important			
Welcome All	3	Develop / expand existing programming that helps people make new social connections.	85%
Showcase Excellence	4	Align staff capacity with desired programmatic outcomes.	85%
Model Sustainability	1	Embrace best governance practice.	82%
Model Sustainability	8	Lead by example by reducing the overall environmental impact of our facilities. (e.g., energy efficiency, was	82%
Welcome All	1	Identify and prioritize distinct McLean communities to engage, and to generate interest in programming.	81%
Invite Discovery	4	Explore investments to support learning in programming and through partnerships.	80%
Be Visible	1	Use social media and digital resources to broaden, deepen, and diversify our reach.	77%
Showcase Excellence	3	Research new ways to deliver programs.	77%
Invite Discovery	5	Nurture intergenerational connections.	76%
Model Sustainability	2	Clarify and document MCC's relationships with partner organizations.	75%
<b>MEDIUM IMPORTANCE</b>			
Strategies that 74% of respondents or less ranked as Very Important or Important			
Invite Discovery	2	Foster habits of generosity in our community.	74%
Welcome All	2	Revamp course registration and website features to help users find offerings in multiple locations.	73%
Invite Discovery	3	Respond to topical concerns in McLean and the region through our programming.	73%
Model Sustainability	7	Provide learning opportunities about environmental sustainability for McLean residents, MCC users, Gover	73%
Model Sustainability	4	Explore ways to diversify MCC's revenue mix.	71%
Be Visible	3	Engage local community enterprises (e.g., real estate, restaurants).	70%
Showcase Excellence	1	Craft a definition of "excellence" that aligns with the MCC's purpose, vision and mission.	68%
Showcase Excellence	2	Reimagine evaluation practices to increase transparency and evaluate performance around programming.	66%
<b>LOWER IMPORTANCE</b>			
Strategies that 65% of respondents or less ranked as Very Important or Important			
Be Visible	2	Make the MCC and the Old Firehouse Teen Center (OFTC) easier to find.	64%
Welcome All	5	Explore and invest in amenities to encourage longer and more comfortable visits.	63%
Invite Discovery	1	Commit to more and deeper partnerships.	63%
Model Sustainability	6	Integrate the Fairfax County Sustainability Vision throughout the MCC/OFTC.	62%
Showcase Excellence	5	Encourage bold risk taking with permission to fail.	56%
Welcome All	4	Explore weekend game programming at the OFTC	52%
Model Sustainability	3	Develop and implement a matrix staffing and accountability model	51%
Model Sustainability	5	Integrate One Fairfax initiatives and principles throughout the MCC/OFTC.	40%

Strategy Ranking by Goal			
Goal	Strategy #	Description	Percentage
Be Visible	1	Use social media and digital resources to broaden, deepen, and diversify our reach.	77%
Be Visible	2	Make the MCC and the Old Firehouse Teen Center (OFTC) easier to find.	64%
Be Visible	3	Engage local community enterprises (e.g., real estate, restaurants).	70%
Welcome All	1	Identify and prioritize distinct McLean communities to engage, and to generate interest in programming.	81%
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# Goal 1: Be visible

## Highlighting Major Themes + Verbatims

<b>Visibility</b>
<p>Be visible by promoting and holding activities throughout the community at locations other than just at the MCC and OFTC. Clearly the focus is strategic but it might more helpful to enumerate some more conventional media by example eg road signs, posters in local businesses etc. If MCC truly wants to be the center of the community, the community has to know about it! The McLean community needs to be aware of the offerings and the resources available. Signage throughout McLean will help. Present location of MCC is central and well marked</p>
<b>Marketing/Digital Outreach</b>
<p>Not necessarily using more social media, but make sure the website and newsletters are comprehensive and timely. I would suggest some leaflets about MCC programs at the libraries and schools, PSAs on the radio, publicity in other newspapers. I think younger people get info on some social media, such as Instagram. Would like this goal to focus on emails and postcards with QR codes like the one advertising this survey. I love when I see activities posted via social media. Social media is very important these days especially with the youth.</p>
<b>Partnership</b>
<p>Collaborate more with community groups, businesses and schools on ideas, events and resources Work with local non-profits to sponsor recreational and cultural events outside the walls of MCC and OFTC. Getting the community involved with restaurants and non profits and would be great, and making this visible socially Feature people in the community to do community spotlight and get to know the businesses and neighbors.</p>
<b>Accessibility</b>
<p>I'd update the website and have a easy-to-use online registration system for users. Regarding the Old Firehouse and other locations, work with the community and county to make them not only more visible but SAFER - parking, accessible by walking, etc.</p>
<b>Outreach</b>
<p>Most important to engage schools and improve online presence, instagram and Facebook It would be great to share the presence of Old Firehouse more to families.</p>
<b>All Comments on Goal 1</b>
<b>Accessibility</b>
Regarding the Old Firehouse and other locations, work with the community and county to make them not only more visible but SAFER - parking, accessible by walking, etc.
Being visible: Make our buildings, programming, and activities visible and accessible to people of diverse LIFE-STAGE/AGE, economic, social, and cultural backgrounds.
I find the website difficult to use.
Not necessarily using more social media, but make sure the website and newsletters are comprehensive and timely.
<b>Marketing/Digital Outreach</b>
I just want to know what you have planned without relying on going to your website. I participated in your yard sale day and it was not adequately advertised in mu opinion and the turnout was disappointing.
No one reads magazines in the younger generation. I love when I see activities posted via social media. Since many kid activities sell out immediately I feel maybe post a week before and when they go on sale?
Social media is very important these days especially with the youth
The MCC needs to advertise their programs better. Everyone knows where it's physically located, but sometimes the programs aren't advertised on social media well (too many links to click through etc)
1) Be visible. Is MCC considering expanding its advertising budget? Submit a list of digital platforms to tax district residents which indicates where MCC would advertise their programs. The annual paper program is distributed to households at a significant cost to residents. 2) Make firehouse and MCC easier to find. You can find them easily on GPS. We do not need MCC overwhelming the community with signage that will be largely ignored and will detract from the appearance of the community. If we live in the district we know where the MCC is. The existing MCC billboard at the corner of 123 and Old Dominion is an eyesore as is the other signage along 123. Poor design, poorly maintained. 3) Engage restaurants and real estate companies. Why would this question be asked without explaining the context for the engagement? For what purposes would MCC engage those companies? Poor question.
Everybody who lives in McLean would already be aware of the MCC. I'm not sure what this kind of marketing is going to do for you, it's not like you're Nike trying to market and sell T shirts to prospects worldwide .
Send flyer as well publish in Supervisor of District to local senior centers, recreation center
Regarding social media, there may be a way to monetize some entertainment and/or educational events - at the same time as expanding awareness of McLean and the individual 'performers' in distant places - by streaming and/or video replay. Those funds could add to revenues from ticket sales and the MCC budget - to enable even more programming, activities, or 'sponsor' tickets for people in need.
Just publish a quarterly magazine on recycled paper. Also post signs in the area.
Email and the quarterly pamphlet are adequate tools.
<b>Outreach</b>
I'd rather see outreach to residents, not businesses.
Most important to engage schools and improve online presence, instagram and Facebook
Send flyer as well publish in Supervisor of District to local senior centers, recreation center
I'm a senior and I'm on your mailing list, so you are already visible to me. I probably heard about MCC in the Washingto Post weekend section. I would suggest some leaflets about MCC programs at the libraries and schools, PSAs on the radio, publicity in other newspapers. I think younger people get info on some social media, such as Instagram. You should have a presence on Facebook that would direct visitors to your website. I personally don't use Facebook, although I have a page, too.
This is to engage neighbors, families, people, not businesses. Let the Chamber of Commerce do that.
It would be great to share the presence of Old Firehouse more to families.
How is breadth of reach reconciled with local, regional, national presence
<b>Partnership</b>
Work with local non-profits to sponsor recreational and cultural events outside the walls of MCC and OFTC.
Getting the community involved with restaurants and non profits and would be great, and making this visible socially
Feature people in the community to do community spotlight and get to know the businesses and neighbors.
Collaborate more with community groups, businesses and schools on ideas, events and resources
Engage with farmer's market vendors (not just real estate and restaurants). Be visible by promoting and holding activities throughout the community at locations OTHER THAN just at the MCC and OFTC.
While engaging local community enterprises will help raise visibility, be mindful of the fact that many McLean-based businesses cater to wealthier residents. Care will need to be taken to avoid unintentionally disadvantaging lower income members of the community who don't regularly interact with those businesses.
Coordinate with the library and other local organizations.
<b>Programming</b>
Get back to pre-Covid activities such as Antiques show, craft shows, garage sale, kids swaps, Friday dancing, etc. Activities that bring lots of people to the center. Also, workout classes tend to be only in the mornings. Not everyone can come in the mornings. Add some mid day or late day classes.
There were many times this past year when I shared an event at MCC that my friends in McLean hadn't previously heard of. #1: The Unruly Theatre Project. A great group of kids and a free night out. Everyone should know about them!!

I think you're visible by providing excellent programming, classes, and community events that people want to attend. I don't think a larger social media presence is important to that. Having registered my children for classes over the years, the system isn't the easiest to use. I'd update the website and have a easy-to-use online registration system for users. It's also important to have excellent on-site staff to help people with questions (they have been in the past).
Your choice of music artists does not reflect the community paying taxes to support the MCC
Those of us who pay the tax for the MCC should get programs for our needs. Too much of what is being done is for those who don't pay the tax and it creates many other problems (like traffic). I think you should be less visible to those not part of Small district 1-a.
<b>Visibility</b>
I'm not aware of McLean teens having a hard time finding the OFTC. Have teens been canvased about this? Certainly when my son (now a young adult) was a teen, he and his friends were all well aware of the Center.
How visible does the MCC really want to be?
Think about using daycares and schools to raise awareness and visibility.
I think mail-outs and good signposting help. When I moved to McLean from overseas it was hard to find what was available. A sign outside the community centre saying what was on for that day would have helped. Also a sign pointing to the community center. I found the first thing I did via a notice in Greenberry's. I found the classes I joined from the mail out for the semester from the community center. I still use this. I think social media goes in and out of fashion. Also not everyone is on everything so people will miss out. For example we never wanted to share our data with facebook, so we are deliberately not on it.
Clearly the focus is strategic but it might more helpful to enumerate some more conventional media by example eg road signs, posters in local businesses etc.
If MCC truly wants to be the center of the community, the community has to know about it! The McLean community needs to be aware of the offerings and the resources available.
I moved to the area from the west coast four years ago and found you very easily. At the time the building was under construction but I was still easily able to attend events and participate in classes with my child. I like the letter board that announces upcoming events on the corner of 123 and Old Dominion. It's how I've seen upcoming family events like Bingo and musical offerings. I've never considered the MCC needed help with visibility.
<b>Visibility promotes engagement</b>
The majority of McLean residents generally agree that keeping the sense of small town/village is a major priority in our choice to live here. Signage, therefore, takes on greater importance than in many communities with loud, brash signage. Therefore, any signage associated with making MCC and OFC more visible would need to be tasteful and in keeping with the general, rural feeling McLean residents have struggled to preserve over the years.
A great first step for visibility would be to define small district 1A - Dranesville. I've lived here 30 years and had to look it up!!
To be more visible, you should reduce the high prices you charge for renting your community spaces and be strategic about marketing them. For example, if your rental was more reasonable, more parents would book them for birthday parties. If you had more birthday parties, dozens of your target audience (kids) would see your center and their parents might pick up flyers for classes. Same holds true for senior citizens, if they could rent your space more reasonably for card games, family reunions, events, or the like, they would bring their network into see your other offerings. Another issues, you have a lot of space for people to hang out, but I rarely see anyone hanging out. There don't seem to activities going on that invite people to relax there. For instance, if you had a coffee bar in the center or nearby, more people would meet at the center to socialize or network. Or if you had a workout room, people would stick around to exercise after their class is over. Or a bocce pitch or shuffle board for seniors, with shaded tables or benches. Finally, if you want to serve working age adults, you might want to consider setting up professional networking events, support groups, or book clubs. There are tons of working adults that now work from home who are looking for ways to break from the isolation of working from home, while staying close to home. :)
<b>Appear at important events</b>
Be visible to the community of McLean. It is important to include McLean (Fairfax?) in the goal.
The community center should be in downtown McLean like the Firehouse.
Present location of MCC is central and well marked
Signage throughout McLean will help.
I think the sign at the corner of Dooley Madison and Old Dominion is effective. I don't use social media and in general I think we should be encouraging our teens and young people to use it less. Would like this goal to focus on emails and postcards with QR codes like the one advertising this survey.
Instead of technology staff should put boots on the ground to reach people
Objective to expand MCC's community footprint is too vague - should be clarified that it doesn't mean physical (beyond Small District 1-A) rather digital and awareness
Increase visibility from the Old Dominion / Dolley Madison intersection, which is one of the busiest crossroads in our region!
<b>Concerns</b>
I have a HUGE problem with 'diversifying' your outreach. I get it, be inclusive of all McLean residents without being woke or politically correct. The MCC did fine until last year, now the programming, the election and the direction of the Center is very controversial. Bring us back to just enjoying our community without pandering to different gender identities. I strongly urge you to find a new director, Mr. Singh has caused a lot of unwarranted controversy in our small community.
Please don't make McLean Proper like all the other town centers in the area. McLean is unique and staying that way is a big plus for McLean residents and visitors.
This goal seems more focused on the Board trying to make the Board more important rather than be helpful and a part of the community. The last election was a great example of the Board focused on itself rather than the community. Make no mistake - that is the impression MCC gave.
You all are liberal cretins and I wish I never had to give you a dime. You do not represent me and you make me sick. Stop indoctrinating our kids groomers

## Goal 2: Welcome all of McLean and its global community

### Highlighting Major Themes + Verbatims

Comfort (of the space)
Offer comfortable outdoor furniture, shade, and cafe for people to socialize informally. Group registration by age, interest and other ways to search for and find programs. We visit MCC for programming but rarely think of it as a place for longer visits. I wonder if an indoor play space or coffee/snack bar would be something that would invite more in. It also would be a great place to invite students after school to study or gather.
Amenities are great. But I never think of coming by -- think of it as a place to take a class for which I have registered.
Just having a pleasant space away from home where I can read or work is enormously valuable.
Cost
Add some affordable options for family and children activities
Consider a cheaper rate for non-profit organizations.
Sometimes your courses are too expensive.
I think you all need to revisit the cost of rental space.
Programming
I would like to see more focus on programs for adults who are no longer teens and not yet seniors
Provide high-quality programs for different group of people, especially for children.
I would support trying out weekend game programming at the OFTC -- and then continuing it if it is popular. I don't think it should be supported if it's not well attended.
There should be programs for people to get to know their neighbors
The course registration and advertising would really help. The programming is all ready pretty good. The issue is getting the word out.
Community/Inclusivity
Inclusive programming is exceptionally important for MCC! It cannot only be a place for certain parts of our community, it needs to be a place where everyone feels at home and feels a purpose being there. More community events would be great
We are a diverse community and we all pay for the community center. So we should all see ourselves in the programming and staff at the community center.
Stick to what works...get local families to engage. And make the MCC less of a solemn place - dark and quiet!
Encourage performing arts groups / individuals to "home base" at the MCC

### All comments on Goal 2

#### Accessibility

Please put seating closer to the front door, particularly for elderly or disabled visitors who are pausing before going to an event. Programming priorities are opaque to the community. Ideas seem to be brought up at public Board meetings, but don't seem to be reflected in what the MCC actually programs. Whoever on the staff is programming events should demonstrate a willingness to listen to the community. There appears to be a significant recent shift away from local programming (e.g., McLean Players, local artists, etc.). PLEASE reverse this shift -- local talent is the heart and soul of what the MCC should be all about.

It's such a great space. Very welcoming.

I was very unwelcome in my classes at first as a foreign new person. The other attendees completely ignored me and no one spoke to me. The class operated as a rather nasty clique. I decided to leave but then one other class member reached out to me. I don't know what you do about this, how you change people. It took 4-5 months for anyone at all to speak to me. I decided this was not a place to make new friends as I wasn't welcome, they were a bullying clique.

#### Comfort (of the space)

Need a place for moms to get coffee and/or snack and work remotely while kids take classes

Offer comfortable outdoor furniture, shade, and cafe for people to socialize informally. Group registration by age, interest and other ways to search for and find programs.

We visit MCC for programming but rarely think of it as a place for longer visits. I wonder if an indoor play space or coffee/snack bar would be something that would invite more in. It also would be a great place to invite students after school to study or gather.

the MCC is very comfortable, and was recently redone, dont waste any more of the tax payers money on upgrade

Stick to what works...get local families to engage. And make the MCC less of a solemn place - dark and quiet!

Just having a pleasant space away from home where I can read or work is enormously valuable. I used it just the other day.

Use outdoor spaces more

Improve child playgrounds and play equipment to welcome kids.

#### Community

More community events would be great

Welcoming all does not mean abandoning mission of providing services for neighbors. Some communities are already engaged with their own community, we shouldn't waste money looking for them to come.

Some have their own sports, pools, clubs, etc., and we should be okay with that. Just focus on providing programming for the ones that need it.

Again, you are reaching outside our tax district and I oppose this. Tysons folks have their programs and facilities and should not be encouraged to use our community center. If you want to do this, then you need to change the way you are funded to make it a county-wide tax.

#### Concerns

Welcoming all doesn't mean drag and other events that sexualize young children. You are sick for supporting that stuff at the library and community center.

I think welcoming is great, but I don't believe in things like drag queen story hour. I think the word "welcome" can sometimes be abused to allow for things like that.

First of all, this goal is a straw man invented by the current activist governing board and its paranoid executive director. I have lived in McLean for almost 20 years. Although it is a highly educated and affluent community, it is ethnically and culturally diverse and tolerant of. My children attended several different public schools here and participation in a broad cross-section of youth activities. The notion that anyone is made to not feel welcome is absurd and would come ONLY from people who aren't actively engaged in the community. MCC for decades has served as a surrogate town hall. It was one of the ways I was introduced to the community when we first moved here. It has always hosted seasonal family events which bring the community together. Especially when my children were young, we enjoyed countless family activities as well as classes. As for encouraging "longer", "more comfortable visits", I don't understand that goal. What we DON'T want MCC to turn into, is a space for loitering, assorted petty criminality and or homeless. Any extended stays should take place within the structure of a program (such as OTFC after school programs).

MCC is so focused on inclusion and equity that they exclude a very large portion of the MCC population. The language used by MCC and the apparent targeted focus of MCC programs leaves a lot to be desired. I am going to guess that many people simply avoid the MCC. Here's my suggestion: since it is indeed political, find some people on the hard-right, real right, and truly independent ask them to consult on making MCC truly inclusive. You can do all the same things and serve all the same people, but do it in a legitimately respectful and apolitical fashion. Ditch the buzzwords and ditch the purposing of MCC as social justice organization rather than a place of community. MCC is a source of division, not unity for McLean.

I don't think you really find this important. You only want the people that you consider "important" to participate so you can check your diversity boxes - you don't really care about what the community needs

These objectives are so blandly stated and non-specific that anyone can agree with them in general, without knowing what might be proposed, or meaningfully commenting on their feasibility or importance.

Again, the MCC seems more focused on making yourselves more visible, not helping community. I am a single parent. I need more after school options; not more tea parties for the Board members.

Again, arrange, promote, and hold activities at multiple locations, not just at the two physical facilities that you own.

I really like the MCC's outreach activities.

Strategy 2 needs to be expanded. For example registration at local meeting places - restaurants, coffee shops,

#### Cost

Add some affordable options for family and children activities

I think you all need to revisit the cost of rental space. I was the president of a 501c3 and we didn't want to spend hundreds to rent a space. I'm in the MCC weekly and all the conference rooms are empty. It's so sad. Meanwhile many Girl Scout troops and organizations can't find a space to meet. I also find the main area at the MCC is freezing! Also the people at the desk really need some training on being overly welcoming. I never feel welcome at the MCC to be honest. I haven't seen the homeless man in a couple months but one day there were 3. I was there a young woman with two little kids and he was coughing like crazy and I felt really uncomfortable.

Consider a cheaper rate for non profit organizations.

You built a huge addition to the Center and now it is almost totally empty. Ask yourself why did the center expand? I suggest that you make using the space more affordable for small community meetings.

Bring the restaurant back. People want to have meeting spaces and if the restaurant were open from 11am-2pm, people might be more inclined to use the meeting spaces. I think that the meeting spaces should be free for residents who pay the MCC taxes.

Sometimes your courses are too expensive. I am looking for courses on how to use my I-Phone and I-Pad better, how to manage digital photos -- these kinds of subjects. I'd also like to learn how to play bridge, but as I recall, the course was too expensive. More movies that appeal to adults rather than a lot of special effects. It would be great if you had a place that sold "HEALTHY" sandwiches and drinks, coffee!

#### Diversity

We are a diverse community and we all pay for the community center. So we should all see ourselves in the programming and staff at the community center.

I think it is important to welcome all. My one comment is how you define that. The detailed report I read includes information on racial demographics, which shows that our population is still predominantly White (74%) and Asian (18%). I think the more important question for our community is the age demographics. I agree with the graph on p. 21 of the report, which talks about future priorities. It shows that our community still greatly values programming for younger children and seniors (middle and high school kids are very involved in school-related activities, so probably don't use the MCC as much during those years). However, it would be great to have "adulting" classes, such as learning to cook, babysitting (you used to have a class in babysitting basics), job skills. We've always enjoyed the summer offerings of art classes and other camps for younger kids through elementary and middle school.

Also, use a diverse group in pictures for advertising events

**Programming**

I would support trying out weekend game programming at the OFTC -- and then continuing it if it is popular. I don't think it should be supported if it's not well attended. I can not answer Strategy 5 for lack of information. What sorts of amenities are being considered and to what end?

Things offered should also consider how international the McLean area is.

Find programming of GENERAL INTEREST to our community!

Provide high-quality programs for different group of people, especially for children. MCC's program offerings are so lacking compare to nearby community centers. It's so hard to find good programs for young children.

I would like to see more tours, specially day trips.

There should be programs for people to get to know their neighbors

Genealogy is something that many of us find of interest. MCC should offer classes in this area (similar to Arlington County).

The course registration and advertising would really help. The programming is all ready pretty good. The issue is getting the word out. I think a little coffee stand would help folks stay longer at the facility too - more social.

Would like to see international festival with food and dancing. Maybe a pollinator garden where a master gardener could give lectures. Some type of observatory for nighttime stargazing programs? Regular, cheap exercise offerings for moms and/or seniors. A way to bring seniors and young kids together? Teens and therapy dogs? A craft exhibition + fair of local artists more than once a year would be great!!

I think the programming and website are fine the way it is now

I would like to see more focus on programs for adults who are no longer teens and not yet seniors

Amenities are great. But I never think of coming by -- think of it as a place to take a class for which I have registered. Please reach out to parents of high school and young adults with developmental disabilities and target some inclusive programming to us. How about a best buddies program at the community center?

Inclusive programming is exceptionally important for MCC! It cannot only be a place for certain parts of our community, it needs to be a place where everyone feels at home and feels a purpose being there.

I haven't been to MCC since the start of the COVID-19 pandemic, so reaching out to the community and creating inclusive programming would be great!

More classes outside of the 9-5 workday PLEASE. We love the community center but have trouble making it to classes while juggling full-time employment

The community is growing with young families. Include family-friendly and safe events that are appropriate for all ages.

Equity is used multiple times. This is the One Fairfax agenda, but MCC will continue to offer the wide array of programming that appeals to all the demographics.

**Questions/Concerns**

Stay in your lane. Remove references to the global community and focus on Small District 1A Dranesville

Does All of McLean include non-Small District 1A residents?

What is a "one-off" volunteer?

What does welcome to all mean? These questions don't offer any insight into what you mean. Do you need more openings/performances/classes to accommodate interest? Do you still maintain mother and me and daddy and me events with one parent for a special bonding event with child? Do you offer more chairs and free water for staying longer? Do you change the hours of events to accommodate working parents/adults?

A poor start for the new MCC Board. The questions are very vague and should be rewritten and the survey reissued. Survey needs a box to check for poor question or what does this mean. 1) Identify and prioritize distinct McLean communities. What does this mean? Identify neighborhoods? Say what you mean. When you prioritize anything you run the risk of excluding some residents or groups. Bad idea. 2) Revamp course registration and website features to help users find offerings in multiple locations. What does this mean? Multiple locations where? On other platforms? Funds expended unnecessarily again for software. 3) Develop / expand existing programming that helps people make new social connections. Again, what is suggested here? Aren't all programs already doing this? Explain what are these programs? 4) Explore weekend game programming at the OFTC. What kind of gaming? Rewrite and resubmit question. 5) Invest in amenities to encourage longer and more comfortable visits. Is survey asking if new furniture and maybe some new TVs, other electronics should be purchased? Beds for overnight stays? Rewrite and resubmit question.

What is weekend game programming? It seems more tactical and it is not clear how it aligns to the goal

How long should people stay? All,night? Vagrants welcome? Need to define time allocations.

## Goal 3: Invite Discovery

### Highlighting Major Themes + Verbatims

#### Service and Intergenerational Connections

Fostering generosity and giving back to the community are important goals. As is the inter generational goal. McLean has a diverse age range and combining those two goals could be a rousing success. MCC could also be a place for community service to foster intergenerational connections. I think it's very important to encourage intergenerational community! The youth and the elderly have a lot to learn from each other, and all ages can work together to promote our community.

#### Learning/Training

I think it's important to provide classes and opportunities to learn and build skills. The learning programs are some of the best things MCC has to offer. Training opportunities can help youth develop skills and habits that will help them better prepare for their first summer job or side job after school. Programs for kids, teens, seniors and courses for work retraining are all very important.

### All comments on Goal 3

#### Cost

The goal is good, but I never see anything for the tax dollars given. If there is a charge for an activity, then I will not participate and will wait for a free activity. Present art courses and other wonderful courses are too expensive. McLean Community instructor led courses are much more expensive than same offerings at Vienna Com. Center- why is that? Many more would sign up for courses but they are too expensive. Once again the plan calls for programs/activities beyond the Small District that pays for this. With regard to these five strategic items we already have plenty of other institutions to achieve Strategies number 2 and 3. And if partnership means that tax dollars subsidize certain institutions it is inappropriate.

#### Intergenerational

I think it's very important to encourage intergenerational community! The youth and the elderly have a lot to learn from each other, and all ages can work together to promote our community. Fostering generosity and giving back to the community are important goals. As is the inter generational goal. McLean has a diverse age range and combining those two goals could be a rousing success. Meet people of all ages.

#### Learning

I think it's important to provide classes and opportunities to learn and build skills. I don't think MCC is responsible for instilling values or "fostering generosity" in people. Stay in your lane. The learning programs are some of the best things MCC has to offer. Think about what people don't or can't get through schools, sports, etc. and fill those gaps.

Offer training opportunities for Youth that are too old for most camps, but still too young to work. These training opportunities can help youth develop skills and habits that will help them better prepare for their first summer job or side job after school. For example, Falls Church Community center has a "Counselors in Training" dedicated to ages 13-14. But it could be other opportunities too, like apprenticeships. Programs for kids, teens, seniors and courses for work retraining are all very important. How will you reach out to the hundreds of seniors with limited technology skills and who choose to remain in their own homes rather than in centralized retirement communities? Old fashioned paper info booklets or brochures delivered to homes? Classes in computer or iPad basics to bring them into the community loop?

#### Programming

Book clubs and Smithsonian-type lectures might be a welcome addition to the programming. One of the best things about the MCC is the varied offerings of classes, which I hope very much will continue. Consider using space for girl/Boy Scout meetings, projects to benefit community; volunteer tutoring/English as a second language. Please engage the community in programming. Members of the community have no idea how the staff makes programming discussions -- the staff seems to act in a vacuum relative to what is discussed in the public board meeting. The staff of the MCC has to demonstrate that it is willing to partner with and listen to the community. The message they seem to be conveying is the opposite -- that the staff "knows best" what the community needs and doesn't feel the need to listen to the public even their Board. More kids classes around 4pm after school. McLean has so much money and so many kids with no values. Would LOVE if you could do some community service projects or even compiling bags for the hungry, etc. I also LOVE the idea of older and younger generations. We have lots of elderly neighbors and I have felt so bad for them in covid. Maybe a reading buddy program with an elder and kiddo? In person or virtual or meet at park. That would be super sweet and special. I can not answer Strategy 1 for lack of information. What kinds of partnerships, with whom, at what cost, to what extent? It is unclear to me what is meant by Strategy 3 -- address topical concerns in McLean "and the region." I strongly feel that the Community Center should remain a non-partisan, non-political Community Center that is welcoming to everyone. It should not be a Center of social activism that is likely to foster division and isolation. MCC could also be a place for community service to foster intergenerational connections.

#### Partnership/Community

I don't know what "partnerships" means. I don't know what "investments to support learning" means. I don't think we need computers. We need people, tutors, mentors. People to support learning. It is unclear what you mean about community collaboration- if you mean having local businesses advertise at MCC or selling the naming rights to the equivalent of a football score board - then I oppose this collaboration. The MCC should stand above using local businesses in this way; it should be neutral and not commercialized. The first one can only be pursued if you pursue a broad range of partnerships, otherwise you will not improve diversity. What does it mean to be a partner organization? Who chooses the partner organizations? Entertain partnerships only with organizations that have broad community support, are not narrowly agenda driven, and not pursuing political or social engineering goals.

#### Questions/Concerns

Discover what? this is a very strange objective. Please define what one should discover. Does "encourage generosity" mean looking for donations? What sort of generosity. Again, What do these questions mean? What is topical? Are we going to have gender talks for kids? Are we going to discuss saving strategies for inflation? Are we going to talk about saving our environment? So abstract, but I didn't read the whole plan. Based on the survey, I don't understand how to "foster generosity". Your questions or statements are too abstract. It would help in answering this survey if questions had examples and were more specific. The logical connections between the Goal and many of the Strategies seem unclear to me. I'd suggest re-framing them to make them more understandable. 1) INVITE DISCOVERY? So general. What does this mean? Rewrite and resubmit survey. 2) Foster habits of generosity in our community. McLean residents tend to be generous but please explain what MCC intends to do relative to this strategy. 3) Respond to topical concerns in McLean and the region through our programming. In what way? Does MCC want to publish opinions on topical concerns? Surely, no need for that. What is the context of this strategy? 4) Explore investments to support learning in programming and through partnerships. What does this mean? What investments? I am concerned that your goals are to reach out and invite discovery into new gender identities, which seems to be a major focus of Mr. Singh's leadership. I would need more information, a better explanation of what topical concerns you would be exploring and investments to support learning - with who? Keep politics out of the MCC, which "topical concerns" would not do. This goal is more straw man stupidity in my view. Everything about this "strategic plan" demonstrates a lack of understanding of the organic nature of MCC and its programming. Through its annual hearings on programs, MCC invites the community to testify as to their preferences. These hearings are advertised in local rags and in the MCC program guide. Since its inception, MCC programming has been driven by community input/feedback, which is why programs come and go and return. Sometimes it is cyclical, sometimes permanently changes. In the past, for example, international folk dancing was one of the classes. They've also had foreign language and cultural based programs. Ultimately, it's community participation (and availability of instructors) which determines ongoing programs. "Foster habits of generosity"...? That just sounds like a value judgment by outsiders who assume wealthy people in McLean aren't already generous. If the goal is to engage the community in volunteerism, that is something different and certainly within the mission of MCC. McLean is the most volunteer-minded community where I have lived, and I have lived many places. (The current MCC board -- and certainly its bitter, judgmental Executive Director -- should be reminded that MCC exists by the years of volunteer efforts of its residents to rally the community, lobby the Fairfax County Board of Supervisors and raise the necessary funds to make MCC happen.) So please disabuse yourselves of the notion that we need to be "schooled" about generosity. As for intergenerational connections as a subset of "inviting discovery", again, straw man. While there is certainly room in programming for more family activities, MCC already does an outstanding job providing programs which bring extended families to the center. And if "intergenerational connections" is truly the goal, you might want to avoid socially activist -- and unnecessarily controversial, non-value-added programming like men dressed like women reading stories. That type of programming might be a priority in California community centers but it unequivocally is not in McLean (and MCC is meant to serve Dranesville Tax District residents). I could've misinterpreted this, but my first reaction is this could get political real fast so I would be careful treading these waters. Goal is vague. Who are you partnering with? An LGBTQ organization or a church? Or a computer programming school? Are we talking about building a computer lab? That could be fine but expensive and duplicating other services already available. Who are you "fostering habits of generosity" in and to what end? Are the "topical concerns" of a few "liberal elite," a few "conservative rednecks," or ...? There are groups out there trained in dialogue and community-building and I think it would be important to get them involved before undertaking anything too politically charged. Unfortunately, the populace has become politically polarized, even here. I have seen results of managed experiments on TV, creating small focus groups of 10-12 people with near opposite political opinions. Then members of the group are (professionally) coached in (so-called opposing) pairs to get to know the other person (sharing somewhat superficially) - but only discussing (nonpolitical) personal interests, circumstances, family concerns and/or challenges, and perhaps professional challenges and highlights. This would not be a one-session situation, but rather a series over a period of time (weeks or months) to which members must commit in advance, including respect for confidentiality rules. I do not know how long the sessions were for the TV groups or how often pairs were changed. It might be expensive to set up and carry out properly, by skilled managers. I like this but this last election was political. I was appalled. Still am. You are not a community organization but a political organization designed to make itself relevant. Stay in your lane. Remove references to the region and focus on Small District 1A Dranesville

## Goal 4: Showcase excellence

### Major Themes + Verbatims

Evaluation
There should be an evaluation after each program/class offered. Staff need to track and measure success. Your evaluation practices are already evident through general public outreach and communication after programs; although I don't know what is done with that information afterwards or if it is shared with the community.
Risk-taking
I believe we need to try some new programming ideas, and giving the opportunity for failure as a learning experience will provide MCC this opportunity to explore creative new ideas. New ideas require risk and experimentation. The McLean Community Center should have broad support from residents to not be afraid to try. Significant learning and improvement comes through attempting something and evaluating whether it is a success or not. The staff needs to have such permission to take bold risks with permission to fail. I don't think bold risks are necessary. I think process improvements and documenting engagement are more important. The McLean Community Center should have broad support from residents to not be afraid to try. Significant learning and improvement comes through attempting something and evaluating whether it is a success or not. The staff needs to have such permission to take bold risks with permission to fail. Encourage bold risk taking with permission to fail is concerning. The plan should reflect fiscal responsibility while being innovative.
Staff
MCC staff is amazing in their education level, career specialties and professional experience. McLean is fortunate to have such a strong base of professional staff who bring their expertise and skills. Staff capability may have more impact on achieving this goal than simply staff capacity.
All comments on Goal 4:
Cost
Do a good job with staffing and programming. Do not be like FCPS and waste tax money on shiny useless new technology that doesn't work or novelty software that just costs money and provides no value If you're so into transparency please tell us how much money you paid some consulting firm to come up with all of these questions and fancy management terminology. Nowhere in here do you ask what people really want out of the community centers. This is just buzz words.
Evaluation
Your evaluation practices are already evident through general public outreach and communication after programs; although I don't know what is done with that information afterwards or if it is shared with the community. Measurement of success is very difficult. Eg attendance, financial return, return participants on series beginner to advanced. There should be an evaluation after each program/class offered. Staff need to track and measure success.
Excellence
Care must be taken if you choose to define excellence. There is a very broad range of excellence when you take into account the broad diversity you are seeking to present. This is a hard one for me to evaluate. I interpret showcasing excellence in terms of the types of programs (e.g., at the Alden) that the MCC engages for the community. I don't quite see "showcase excellence" in terms of class offerings. I think there are a number of classes that the MCC traditionally has offered that families have greatly valued over the years (Music Together - so wonderful for our smallest residents), art programs (some in conjunction with the MPA), various exercise classes, cooking, etc. I would think you'd find out which are valued and which not by enrollment. I don't think you want to get too crazy or avant guard with programming, because overall our community is family oriented, so we value enrichment for our children, for our seniors to keep community connections, traditions, such as the 4th of July fireworks and McLean Day, and opportunities for families to come together and create connections and community. Excellence means doing a very good job at whatever task you are doing. There is your definition. We did not know what your strategies mean. Does "Align staff capacity..." mean you want to hire 10 more people? Will "bold risk taking" endanger the MCC reputation? We had trouble understanding what you mean in some strategies for all the goals. There is an excess of vague BS, and a lack of interpretable specifics.  This sounds way too political. Who is defining excellent; who is passing judgment on any of the offerings. Is an ES level show less excellent than professionals? Is one topic better than another? Ticket sales will tell you if the community values any particular programming. A focus group could tell you if anyone might want to buy the tickets. You should include all programming for which there is sufficient interest.
Programming
Although this is not really showcase excellence I would like to see more classes such as Tai Chi and Yoga delivered outside or outside undercover. The reason I have put it here is that I do not think the Community Center has been very proactive [excellent] delivering safe classes during Covid that also meet the need to engage with people. Don't respond to programs proposed by noisy proponents representing views incompatible with the best interests of residents. I believe we need to try some new programming ideas, and giving the opportunity for failure as a learning experience will provide MCC this opportunity to explore creative new ideas. Don't fix what isn't broken. Where classes/programming have been working for years, please just let them be. More programs could be delivered virtually, even fitness classes. Must make programs for art and other MCC programs much less expensive- don't hire a third party to do the programming and charge more money for it!!!! Look at how reasonable the same type of art courses and programs are at the Vienna Community center AND Arlington CC- why so overpriced at MCC? - just got my real estate bill AND it includes about \$500 per year that goes to support MCC so why the up charge for MCC courses? I love live performances and would like to see more and a varied amount, bluegrass, jazz, one act plays, student productions, dance recitals, etc. It would be nice to be able to order tickets online. In former times, exercise classes in local school settings in the evenings worked well for me, while preparing family dinners and still looking for time to help with homework etc. Some closer-to-home simple options are good choices to invite participation and develop neighborhood relationships as well.
Risk
No risk taking at mcc We learn our greatest lessons from our failures. There are countless examples of well-run community centers nationwide. I don't think bold risks are necessary. I think process improvements and documenting engagement are more important. Get the low-hanging fruit out of the way - you get to excellence 1% at a time. Be adventurous Terms like bold risk, aligning staff with outcomes, all point to an organization that thinks of itself as much more than a community center meeting the needs of the people who pay for it. This is wrong. Strategy: Encourage bold risk taking with permission to fail is concerning. The plan should reflect fiscal responsibility while being innovative.
Staff
Please hire more staff and staff up completely MCC staff is amazing in their education level, career specialties and professional experience. McLean is fortunate to have such a strong base of professional staff who bring their expertise and skills. New ideas require risk and experimentation. The McLean Community Center should have broad support from residents to not be afraid to try. Significant learning and improvement comes through attempting something and evaluating whether it is a success or not. The staff needs to have such permission to take bold risks with permission to fail. Staff capability may have more impact on achieving this goal than simply staff capacity. I've read reports of an "overburdened staff" yet I don't understand it -- MCC is still putting on less programming than past years, but with a larger staff. It is clear that the ratio of staff to output is much higher at MCC than at similar facilities. Please scrutinize what you are spending your time and money on to avoid wasting money. For example, we saw many large buses in place to shuttle participants to McLean Day, but there was almost no one on those buses. MCC clearly spent thousands of dollars more than it needed to because it didn't to the basic calculations of how many buses it would need to serve the parking facilities it has. MCC spent a great deal on fireworks for July 2, but by telling community members that they had been cancelled and then launching them an hour later without any notice meant that thousands of McLean residents missed out on the opportunity to see them. Extremely bad communications caused a huge waste of money. Bottom line -- MCC has plenty of resources, but its staff doesn't seem to have the budget discipline or management capabilities to use those resources wisely. Once you start managing effectively, you'll probably find that the best size staff is smaller, not larger, than the current one. "Align staff capacity with desired programmatic outcomes" does this mean higher more people or fewer? or something else entirely? I can't tell. We question the necessity of this. The professional staff does a good job. Plus there is no space for more staff without compromising program space.
Questions/Concerns
This Section is exceedingly difficult to assess. The Strategies are somewhat opaque. What on earth is meant by crafting a definition of excellence that aligns with MCC's purpose, vision, and mission? Excellence is easily defined so what needs to be "crafted?" What does align staff capacity with desired programmatic outcomes? Seriously, I'm an attorney and can not understand what you are talking about. Are you suggesting the need to have sufficient staffing to carry out your programming? That would seem obvious. Or are you suggesting something else? And if so, what? As for Strategy 5, what do you mean by "bold?" I think programming should be thoughtful and carefully geared to the Community Center serves. I think "failure" is a poor and highly undesired outcome, which should be avoided by smart, thoughtful, and considerate planning. These strategies are all so ill defined as to seem mere bureaucratic blah blah. I don't know what you mean by "bold risk taking". The way these questions are designed, most everyone is going to check off Important or Very important. For example, who is against "excellence?" Like with Goal 3, Goal 4 Strategies would benefit from some clearer language. E.g. what does "reimagine" even mean in this context? This goal seems to have been written with a problem in mind that it intends to solve. Maybe articulate what that problem is, or at least be more explicit about the outcome being sought (hence I rated a definition of "excellence" as being "very important." I can't think of a greater waste of time, energy, and resources than attempting to come up with some abstract definition of "excellence" as it pertains to MCC. Look at attendance and program feedback from Small District 1A residents.

Most of these objectives and strategies do not entail or result in a measurable goal.
Specify what capacity means
Attended the Ben's Chili Bowl virtual experience and there was only one attendant and it took forever. The star was very inefficient and struggled. It would have been great if he had been trained better or had a colleague with him. It was a frustrating experience.
I LOVED the MCC the way it was before Mr. Singh became the director. All these goals can lead to more woke programming which I do not want to support through my tax dollars. BRING BACK THE OLD MCC PROGRAMMING!!! Leave it alone, it worked very well!!!
This is squishy bologna. "Showcase excellence"...? McLean already does an excellent job -- at least until Mr. Singh took over. He has completely demoralized the staff and alienated its residents with his continued messaging that we are not adequately serving the community. (That actually goes for the MCC board as well. It has been taken over by political party activists with less interest in providing "excellent" facilities and programming to the community as they are elevating their political profiles and promoting their personal political priorities through programming.) It's unfortunately because in the long-run we are less likely to achieve excellence than we are a complete unraveling of the community/volunteer-driven center that has served us so well since its inception.
Popularity contests are for the school-aged, not the entire representative of the population.
Some of wonderfully talented kids remain in the shadows and unnoticed. I know a high school violinist who was consistently in the top 5 best performers at the state level during the entire 4-yrs HS duration and was barely known in the local community. We need to encourage and recognize more such talents.
1) Craft a definition of "excellence" that aligns with the MCC's purpose, vision and mission. The new Board should get on with their work. 2) Re-imagine evaluation practices to increase transparency and evaluate performance around programming. This may be a good goal to increase transparency and performance should be fairly easy to evaluate but why does it need to be "re-imagined"? Vague. 3) Research new ways to deliver programs. Concentrate on delivering programs at MCC for now before expanding your authority and expenditures. 4) Align staff capacity with desired programmatic outcomes. If this is a request to hire more staff then say so. If these new strategies require additional staffing then no. Tax district residents already pay significant burden of wages and benefits for MCC. 5) Encourage bold risk taking with permission to fail. This is not a Fortune 500 company. This survey and MCC Board are seriously out of touch.
Sounds good but don't get weird.
Again, this is not helping the community. And hiring out to consultants? Seriously?

## Goal 5: Model sustainability

### Highlighting Major Themes + Verbatims

#### Environmental Sustainability

Being a source of communication for McLean residents and businesses on ways FC is encouraging sustainability. Providing demonstrations on what can and can not be recycled in Fairfax county. Using our resources effectively reducing our carbon footprint is a good goal. The recycling efforts around here are so poor. We really need to do more, lead by example (eliminate all use of styrofoam, reduce drastically plastic use) and incentivize the community to take action at the personal level. Environmental sustainability is very important, and I'd be excited to see MCC as a pioneer for local and regional initiatives!

#### County/One Fairfax

Remind ourselves that the MCC is by McLean, for McLean. That means One Fairfax is completely irrelevant as long as the current MOU stands. I strongly object to any relinquishment of control over the purpose, mission, or operation of the MCC to the County of Fairfax. The MCC is just that a "community center for the residents of McLean -- and if funded by tax dollars from the residents of McLean. One Fairfax is extremely unpopular and will polarize the MCC against some of its loyal citizens.

#### Strategic Plan Feedback

The Plan should have as a principal goal enhanced financial transparency. The Plan should also reaffirm MCC's long standing practice of focusing programming and providing discounts on programming to Small District 1-A Dranesville residents. The Plan's goal to explore ways to diversify the revenue mix should not entail de-emphasizing Small District 1-A Dranesville-centric programming or events. A more detailed objective, strategy and tactics in how MCC will be able to financially support the Plan is needed. This section needs to be more explicit in how MCC will steward financial resources.

### All comments on Goal 5:

#### Cost/Finances

I'm concerned about the Plan's statements regarding Energy and Climate Action. As I recall, MCC plans on installing electric car charging stations to the tune of lots of money. Revenue mix - don't compete with non profit organizations for fundraising. A more detailed objective, strategy and tactics in how MCC will be able to financially support the Plan is needed. This section needs to be more explicit in how MCC will steward financial resources.

#### Board/Staff

Staff is concerned by the statement "Conduct staff training on the role of the board as the ultimate governing body." This is inaccurate and inappropriate. First order of business is fixing the dysfunctional relationship between the board and management, which includes removing political operatives from their board seats and allowing management to do their jobs. Second order of business is get someone who understands finance to run the budget. Third order of business is to remind ourselves that the MCC is by McLean, for McLean. That means One Fairfax is completely irrelevant as long as the current MOU stands. The terminology of "staffing and accountability" is problematic if the Governing Board seeks to interpret this as exerting greater authority over the MCC staff. There is reference in the report to the Governing Board being the "ultimate governing body." This notion is counterproductive because board members are supposed to be supportive of MCC programming and staff - not against them. The board has, at times, acted counter to MCC staff or have questioned staff decisions and programs. Best practices for local boards recommend positive and supportive structure in relation to staff - not criticism or negativity. MCC Governing Board and staff relationship needs to improve. As of now, there is an impasse and lack of mutual understanding because the current Board is explicitly trying to over-reach in its control.

#### Environment

Love the idea of a compost area!! Compost drop-off programs for households would be great. Not everyone is able to set up their own compost. MCC parking lot should be reduced and possibly used for gardens. It is never full. Let organizations founded on helping the environment do that. That is not the MCC's mission. Obviously everyone cares about the environment and will make the right choices when given them, but focus on classes and programming to bring people together. The recycling efforts around here are so poor. We really need to do more, lead by example (eliminate all use of styrofoam, reduce drastically plastic use) and incentivize the community to take action at the personal level. Environmental sustainability is very important, and I'd be excited to see MCC as a pioneer for local and regional initiatives! Need to get much better at recycling everyday objects such as batteries. You seem to have conflated the main idea of modeling environmental sustainability (which is very important) with a bureaucratic and organizational goal of sustainability as an entity. That is not helpful. The focus should be on environmental sustainability. Surely most people in this area want MCC, like businesses and homeowners, to act in an environmentally sensitive manner. But do MCC facilities actually have a significant environmental impact, particularly one that requires analysis and formal actions, rather than staff simply using information easily obtained in the public domain? Using our resources effectively reducing our carbon footprint is a good goal. Why isn't MCC taking basic steps to advance sustainability? Recycling bins, use of renewable products, etc. It's like the MCC isn't aware of what every other local facility figured out years ago. I walk into that building and it seems stuck in the distant past. MCC adheres to all county guidelines on environmental sustainability. We don't need to over-emphasize this topic everywhere.

#### County/One Fairfax

One Fairfax doesn't fit here- move to making it welcoming section. One Fairfax is a ridiculous initiative, best to ignore it. One Fairfax is extremely unpopular and will polarize the MCC against some of its loyal citizens. If you want all this, move to Falls Church, they are all about sustainability. NO ONE FAIRFAX. I DO NOT want the MCC to be turned over to the Fairfax County Board of Supervisors if that is what Strategy 2 is implying. ALL of these questions are too vague, too open ended to be able to respond responsibly. A waste of our \$ hiring this consulting firm. The MCC should lead by example but should not be captive/restricted by the Fairfax standards. We are separate and should do our own thing reflecting our own community goals (not Fairfax's). Beware of "One Fairfax". Trace the origin of this concept. Sounds a lot like "One China" doesn't it? Documents used to justify policy were published by World Bank employees - but not under official capacity. Who paid them??? Also, there may be school board members and local politicians who have been sent here by the Chinese Communist party. They have nefarious intentions. They manipulate us in many ways at all levels. They promote 'diversity' because they want us to hire/promote/etc based on demographics rather than merit as it will weaken our economic and military capabilities. I grow anxious when I see the words "One Fairfax" because despite the best of intentions we are a diverse community and it's impossible to be truly "One." You don't tell people what Fairfax County Sustainability Vision is so we can't know how important it is to MCC. What partners are you talking about? Many of these questions lack context and that makes them impossible to answer. I am poorly informed about the Fairfax County a sustainability vision and thus could not meaningfully respond to this goal.

### Additional comments on Sustainability:

I personally would like to see this mainly in the area of socioeconomic and handi-capable access. Require partnerships to model sustainability also. The MCC should be already using sustainable practices as everyone should. As an aside I do not think they should provide an electric car charger though, it seems right outside their remit. Being a source of communication for McLean residents and businesses on ways FC is encouraging sustainability. Providing demonstrations on what can and can not be recycled in Fairfax county. "Sustainability" is being applied in inconsistent ways. What does One Fairfax have to do with environmental conservation. There is, however, a certain irony to this study promoting the idea of fiscal responsibility while hiring an outside consultant to fix problems no one (except for the current activist Executive Director and MCC Board) perceived as existing. Furthermore, rumor has it that the firm that has been contracted to do this 5-year study has a personal relationship with either Mr. Singh or member(s) of the board. Was this contract competed or was it awarded on a sole-source basis. That should be shared in the spirit of transparency. Sustainability goals should not overshadow the actual performance and financial accountability of the MCC. ESG is hard to measure and quality and distracts from legitimate performance metrics. Consider using every publicly owned building in the county before suggesting that residents drive their big gas-guzzling SUVs into McLean every time they want to participate in MCC offerings. How truly interested in sustainability are our leaders? Just talking points only? MCC adheres to all county guidelines on environmental sustainability. We don't need to over-emphasize this topic everywhere. The terminology of "staffing and accountability" is problematic if the Governing Board seeks to interpret this as exerting greater authority over the MCC staff. There is reference in the report to the Governing Board being the "ultimate governing body." This notion is counterproductive because board members are supposed to be supportive of MCC programming and staff - not against them. The board has, at times, acted counter to MCC staff or have questioned staff decisions and programs. Best practices for local boards recommend positive and supportive structure in relation to staff - not criticism or negativity. MCC Governing Board and staff relationship needs to improve. As of now, there is an impasse and lack of mutual understanding because the current Board is explicitly trying to over-reach in its control.

#### Questions/Concerns

Again, it is very difficult, if not impossible, to understand what is meant by Strategies 2, 3, and 4. I strongly object to any relinquishment of control over the purpose, mission, or operation of the MCC to the County of Fairfax. The MCC is just that a "community center for the residents of McLean -- and if funded by tax dollars from the residents of McLean. Have no idea what model sustainability means. Whatever it is it is sure to be something of great expense. Always is. Strategy 1. "Best" needs some definition. By the type of questions, I can tell there has been a problem/need in these areas. But without background information and/or cost/benefit analysis, it is impossible to make an intelligent response about sustainability of programs. Shouldn't that be responsibility of the staff and overseers?

Your survey is too long, and I don't know if it's appropriate for the general public. Wouldn't this survey be best suited for the Board of Directors.

Survey needs a link to Fairfax County Sustainability Vision and One Fairfax initiatives and principles. Make it easy to find these things.

1) Embrace best governance practice. What is meant by this? Vague 2) Develop and implement a matrix staffing and accountability mode. What does this mean? If it means supervise workers, then yes but Tax District residents assume this was already being accomplished. 3) Explore ways to diversify MCC's revenue mix. There is not much incentive for MCC to do this when they already receive mandated tax dollars. 4) Integrate One Fairfax initiatives and principles throughout the MCC/OFTC. What does this mean? Rewrite and resubmit question.

Not wasting resources is a good thing but a lot of this stuff above makes no sense apart from sounding good. "Embrace best governance practice", what the heck does that mean apart from being pleasing to the ear? You may as well have put "correct horse battery staple"

You used way too much jargon in this set of questions. I dont know what most of those things are. Should MCC be a model green community - yes. What kind of partners would this entail?

Do not initiate political goals into the MCC. As soon as this happens, people will stop coming

These goals are laudable, but may need to take a back-burner at the moment since it sounds like the MCC is having financial troubles. I'd focus on the fiscal health of the MCC first, because if the MCC isn't around, it can't model sustainability.

Many of your decisions and plans over the 40 years I have lived in McLean suggest that you are an institution with too much money and no clear way to decide how to spend it. Both the library incident last year and the proposal for an amphitheater near Dolley Madison are examples of what is wrong. Providing programs for the community like the classes for kids, the amateur theatre, the Sunday afternoon concerts in the park, etc. are all wise ways to spend. Too much of your spending has gone beyond this. As for "One Fairfax" I strongly think that any efforts to be part of this should only occur when the tax funding for the community center is shifted to the county budget.

The first three are just you - again - focused on you.

We question the need and the wisdom and the justice of this action. MCC is currently beholden to the taxpayer and should remain such.

What is the objective of the statement "clarify and document MCC's relationships with partner organizations?"

## General Comments

### Programming

Please stop having drag events at the library and community center. It's ridiculous that we encourage parents to bring our kids to this stuff. Sickening!  
Quit promoting the gay community so much. People are people. You don't need to bring up the differences to young people like bringing drag queens to interact with young people.  
Maybe invite a private coffee shop/cafe to locate in the facility to encourage regular visits to MCC and become a meeting place for the community. Some of the current programming seems a bit "forced" like it is trying to make a social statement rather than appeal to a broad audience. I'm usually not interested in the shows as a result. For me, it's all about the entertainment, not the statement. The best thing the Alden had was the Broadway princess party, which drew Broadway talent. I love musicals and beautiful singing.  
No more gender identity programming. The majority of tax payers in Small District 1 are heterosexual, have programming for us. BRING BACK the programming of the MCC that we all knew and loved before Mr. Singh arrived. Bring Back the ANTIQUE SHOW!!!  
Offer good programs that the McLean community wants. Not the place for political indoctrination.  
Quit highlighting LGBTQ stuff. Not the mission of the center. We can all live together.  
I would like the center to bring back trips, day and overnight. Would like to see academic lectures. Continuing learning programs. NOT someone giving financial advice. Love the foreign movies.  
I have not participated in any event at the Center for many years. It seemed to me to be more geared toward programming for children and one-day events.  
I've noticed that the programming has become more diverse in the last couple of years and it's extremely welcome. There are many younger families moving to the area that appreciate it. I have a kid attending Camp McLean this year and it's a wonderful resource that I don't see in a lot of other smaller communities in the area. He's having a great time and I plan on sending both my kids next year.  
I love the MCC building! The staff is very nice. I wish you had more entertainment in the Alden Theater and more classes to help seniors, or others, keep up with technology. (How to buy a smart tv, for example.)  
No drag queen story hours for children  
Should not be focused on bringing in outside groups. Focus on letting our local talent perform, finding things locals want to do and see.  
Could you do Saturday night movies for all ages?  
I would focus on the graph on p. 21 - programming that residents have said they want most from the MCC. I'd focus on those items first, and then if you want to, experiment with other new programming ideas around the edges and gauge feedback before expanding new initiatives. Incremental change is most prudent, not largescale changes away from what people are used to and what they most value from the MCC. I also think people most value the MCC for its programmatic offerings. I think engaging with a lot of the social media is a waste of time (other than perhaps having a FaceBook page where people could find you). The quarterly magazine with all the upcoming program and class offerings that are mailed to homes are crucial. I think that was how I first learned of the MCC many years ago when I first moved to McLean. Keeping up a robust website is very important. I personally ignore most other social media, so I don't want my tax dollars spent that way.  
More attention to Senior needs and instruction would be nice. If you are going to spend all this money why not import some professional theater companies or start one instead of staying at a community level so there could be more plays or musicals for adults.  
Please don't waste time and money on ESG garbage that just sounds good but doesn't actually do anything meaningful for the community, just put out good shows and have good classes and activities people want to come to and you'll be successful.  
You have a strong artistic focus and that's ok. While the artistic community includes lots of homosexuals let's not go overboard in welcoming them. It has been my experience that this is not a group of earnest people just trying to be accepted but a group of perverts who want to spread their misery. Do you really want to invite them into a place with lots of our kids?  
Stick with quality programming, not activism or political messages.  
The overall impression is that the MCC is trying to make itself larger than it should be: namely, a local center for community-based entertainment and education. It should not be pursuing an ideological agenda.  
For families, MCC offers wonderful programming covering wide topics and interests. I love the theater that brings some performances to mclean without a big hassle. makes attending events more accessible and easy.  
Don't expend resources for activities already offered by schools. Explore energy-efficiency of night time, after hours lighting. More activities like the "Touch a Truck"  
I would like McLean to do something like this in the Summer: <https://nationallanding.org/do/fridays-at-the-fountain> I went to this last Friday at National Landing and it was amazing. Featuring a local band; families, dogs, couples, etc. Why is McLean so late to the game on these types of events? Why can't this be a feature in our community?  
Please advise the community in advance when you propose to use the Center as social justice warriors and let the public decide. Not all agree.  
Values: Innovation - "new, bold, unexpected" it is much more important to exercise good judgment while respecting broadly accepted community values.

### Target demographics

Thank you for doing this. For years I felt we had no voice at the MCC and I really hope we can get some younger people on the board. The amount of families with YOUNG children in McLean has BOOMED and there is not much for them at all and the elderly are very rude and not kind at all - it's just sad. I've never seen a place like this. I feel us young people just annoy all the elderly. Where I grew up the elderly loved kids - here they just give me mean looks.  
a bit too bureaucratic for me. Involve more people in learning, in volunteering, in creating community. Especially involve people of color, people with (developmental) disabilities, families, be welcoming to new residents from diverse backgrounds, to LGBTQ residents, foster understanding across cultures, reduce fear and ignorance. Create and expand community. Advocate for affordable housing models and zoning in privileged McLean.  
More community events for families (regular picnic in the park with music and food trucks)  
Currently under utilized so anything that gets more folks engaged is a positive.  
I am a former go former governing board member and one of the biggest challenges to the MCC is to be visible ad relevant to all age groups and demographics.

### Cost

Please provide more programming for families and youth with different price points.  
After paying my taxes, I am only interested in activities that are free. To date, cards and book clubs do not meet my interests or expectations.  
Provide free or less expensive classes and a greater variety of them.  
Lower the cost of your programs, especially those for seniors.  
This may not be applicable for this survey, but my opinion of your classes offered is: There should be a way to make up a missed class. As it is, if it is necessary to miss a class, I have just have paid for service I didn't receive. I do not sign up for classes any more because of that.  
The class prices are pretty ridiculous and need to be lowered or investors found.  
Yes! Make the art classes and other courses more affordable especially for us senior citizens in McLean! Don't hire a third party to do MCC programming and then upcharging the expenses to those of us who already pay extra taxes for the MCC. Please look at prices that Vienna CC charges! - much more affordable!  
Fees are on the exorbitant side!

### Facility

As a new resident, MCC is a place I hope to meet the neighbors. Would like to see an upgraded playground and more outdoor activities for families. Thank you!  
safer cycling and pedestrian routes  
The Old Firehouse Teen Center should be expanded for use by the entire community as a gathering place for everyone to reinforce the approved CBC plan. It is historic, a McLean landmark and in a central location. It could be developed for seasonal pop-up food vendors or similar pop-ups. It might prove to be a revenue stream for MCC. Teen programs could be integrated into MCC and OFTC. Maximize the use of that MCC space which already includes parking. Ice cream in summer? Hot drinks in winter? Snacks? Music?

### Governance/Mgt.

DO NOT turn the MCC over to the Fairfax County Board of Supervisors. Fire Mr. Singh, who has been the source of the controversy since he arrived.  
We should not align ourselves with Fairfax county we are a McLean center and should stand alone no Fairfax One  
I think this year's mcc board election was an excellent example why we need to keep politics out of community centers. The fact that the drainsville democrats openly campaigned for 3 running board members (and BIG surprise-all 3 won by a giant margin) should really make mcc rethink how they want to run elections in the future. I feel less likely to give toward mcc now knowing they're okay with being a democrat pawn. Attempt to be independent from politics in the future.  
In case it was unclear, I am disgusted with the constant approach of this Board to focus solely on what makes YOU more important. Nothing you plan is designed to help the community but to make yourselves feel like the center of the universe. I am so sad. I loved seeing magicians there and other non political events.

### Rentals

The MCC is massively underutilized. Every time I walk through it, most of the rooms are empty. Yet my friends are told that rooms are not available when they try to book a room. Please move to an electronic booking system, just like the Parks department uses, to show the public what facilities are available and let the public book those facilities online and in real time. And please listen to the community. The staff of the MCC doesn't seem to want to listen to anyone -- and ends up with events with very low attendance. The community wants more local programming, not less. We elected a Governing Board to represent our community, yet we don't see the staff actually doing what the Governing Board asks. All we see is the staff telling the Governing Board what they can't do. Never seen a more out-of-touch management team of a facility that is funded by the local community. Please make clear to the staff that they are here to manage this on behalf of the residents Special Tax District -- they should do something, anything, to show that they care what we think. Instead, the staff seems to want to operate in their own world, not accountable to anyone.  
Overarching concern is change in mission statement. Removes reference to a) furnishing facilities; and b) assisting community organizations  
Why doesn't the MCC purpose, vision, mission and values say something about facilities and dedicated staff?

### General/Other

Thank you for all you do for our community!  
Make results available as they become known  
Thank you.  
it is fine the way it is run  
Purpose: Change the language to read: the purpose is to provide a **unifying** sense of community...  
I didn't see enough in there about how MCC works with other McLean community organizations. Might be practical to discuss and invest in team building and co-planning with the Dolley Madison library. I've seen some sharp disagreements between the staff of the two organizations, both of whom want to help their audiences, but often are working at cross-purposes rather than together. Acknowledging and making the best of the co-location and shared audience would be a useful goal for the strategic plan.  
Retain previous mission statement phrase : by offering programs,  
**assisting community organizations** and furnishing facilities

Strategic Plan document / process

I have serious concerns about the preparation and presentation of this Strategic Plan. This survey is exceedingly opaque -- perhaps intentionally so, I don't know. I feel strongly that the proposals put forth for the future of the MCC should be straightforward in plain English so that the members of the Community can know and evaluate what is actually being proposed.
None of the strategies are explained in plain ordinary non-governmentese. Gobbledygook mostly.
These questions are too broad and have terms without clear definitions
I was hoping that there were more "concrete" elements to the plan.
This whole "plan" sounds governmental. Too much governmental planning will take the soul out of the Center. This is a community center and not a "Fairfax County" center. It is paid for by the community it serves and as far as I can see, Fairfax just gets in the way with all of their rules and regs. I know that the facility is in the County, but we, as residents pay for it and are the audience to be served. Resist County rules and political concerns.
This survey is very difficult to understand. Do not really know what you are talking about. You would need to be more specific. Hope you did not spend too much putting this together because it seems to say very little.
These 'strategies' are not specific at all, I really have no idea where the MCC Board could go with these responses and 'strategies'. A waste of taxpayer \$ to an ineffective consultant
Does not seem to relate to concerns of people living in the district very well.
the whole survey was questions, that most people would say are important. the answers are almost all going to be the same. I cannot image you will learn anything from the survey
Thank you for this excellent effort! The exemplar recommendations from community centers other parts of the country are amazing. There is much to learn and develop from this excellent and comprehensive report. The future is bright and MCC staff will enjoy planning ahead once this strategic planning process is completed. Thank you to AMS for your excellent research models and your diligent work to incorporate all of the various input from the energetic public, community organizations, MCC staff and Governing Board members!
Need to have concrete work plan to support the goals, establish accountability system, otherwise, this is just another thing on paper.
I find this whole survey filled with so much vagueness and consultant-speak to have been useless. I would fire the company that did it and hire one that would use plain English.
Overall, I think study/strategic plan is a solution looking for a problem. The end game was clear from the start. And those of us who are close to and very familiar with MCC are acutely aware of what's going on. One fundamental flaw is the use of community centers outside of the state as any kind of meaningful metric.
Plenty of jargon and little clarity in what you are actually planning to do. I'm disappointed in this survey.
Thanks for reaching out to the community--as the region navigates a new environment in the wake of the pandemic I'm excited to see adaptability and resiliency from MCC!
Thanks for the opportunity to comment!
This survey comes on the heels of an MCC Board election which promised new and better Leadership. The MCC Board needs to take a pause and take a serious look at this survey, rewrite it for clarity and include concrete examples of what it is they intend to do, and then republish it. As it stands many of my responses are "I don't know" because the questions are so vague. It will certainly skew your results if others respond similarly.
Thank you for reaching out with this survey!
This is one of the worst surveys I have ever seen
Look forward to a revamp of the MCC, thank you.
The Strategic Plan should ensure that success is achieved.
Thank you for the hard work that has gone into developing the draft plan. It is thoughtful and almost inclusive and sustainable. I have noted in comments my ideas of more (1) AGE DIVERSITY in the definition of inclusion, outreach, and access and (2) more NEIGHBORHOOD inclusion of facilities used for all. Thank you for the survey opportunity.
I do appreciate knowing about it and being asked for my opinions.
Please ensure you communicate with the McLean Community at large. Thank you!
In general, we see a lot of bureaucracy in this plan's attempt to divide the operations of the MCC into multiple areas of concern, and analyze them in mostly vague terms. Are you planning to issue some specific proposals that would substantially expand what MCC does in the community, and seek funding for it? If so, let us know what is being considered. We enjoy a few MCC events a year (mostly at Alden Theater, such as plays, concerts and McLean Project for the Arts exhibits, e.g.), which already are very convenient and of high quality (sorry however that the Capitol Steps are retiring), and don't really see a need for much expansion, much less one accompanied by big additions to administration, nor for costly quality reviews. For example, if you want to increase diversity of programming, in this relatively non-diverse community, to start put on some shows (e.g., jazz, ethnic music or dance) and see how much interest there is, rather than having intensive formal studies done.
The opportunity to provide input is much appreciated. Thank you to everyone who worked on the MCC Strategic Plan and serves our community.
The plan is very professional, and I'm sure cost a pretty penny. But, comparing us with places all over the country is crazy. We need a McLean Community Center right-sized to the needs of us who pay the tax. MCC should not be a regional arts and entertainment center. Fairfax County has a great number of arts and entertainment programs subsidized by county taxes already. I fear the entire exercise is an example of an institution with too much money seeking to do more than what we citizens want it to do.
The plan is overburdened by consultant-speak and vague terminology
This report all but ignores the contributions of the Tax Paying stakeholders
The report is full of digital world terminology. Be more inclusive of folks that are not so computer savvy.
Suspicious of the plan basis - what percentage of Small District 1A took the survey? How was it publicized? How is breadth of participation attained with last minute postcard mailing?
Financial underpinning of the plan is unclear.
The input survey was on-line only. Those of us stakeholders without computers were simply ignored.
Plan is word salad - money not well spent
The Plan should define the intention of the goals and are written so they can be measured.
Include more details on the staffing plan to attain the stated goals as well as funding avenues.
Baseline metrics should be provided