



# MCLEAN COMMUNITY CENTER CALENDAR YEAR 2024 EQUITY IMPACT PLAN

**Leadership Sponsor:** Betsy May-Salazar, Executive Director

**Equity Lead(s):** Danielle Van Hook, Director of Youth Theatre Programs

**Departmental Equity Guiding Statement:** The MCC strives to have a responsive, caring and inclusive culture, one in which all feel heard, valued, supported and hopeful. The MCC Board and staff continue to provide activities and initiatives that enable all individuals and families to be safe and healthy and realize their potential by delivering accessible, high-quality and affordable services that encourage broad participation.

The MCC Values:

- Equity - ensuring all the diverse voices in our community are heard respectfully and served equitably,
- Innovation – embracing the discovery of the new, the bold and the unexpected,
- Responsiveness – providing the best experience and service for all,
- Sustainability – stewarding our resources toward the long-term health of our community and our institution,
- Transparency – cultivating an atmosphere of trust and sharing our successes and challenges, and
- Joy – bringing transformative inspiration to all the people of our community

## **Context:**

The McLean Community Center (MCC) was created in 1970 by a bond referendum (Small District 1A-Dranesville) and is funded by residents of Greater McLean through a real estate tax surcharge. An 11-member Governing Board, elected by citizens of the district and appointed by the Fairfax County Board of Supervisors, oversees MCC's budget and operation.

MCC offers activities for adults, teens and children, including a wide range of classes, lectures, trips, camps, art exhibits, theater performances, and special events. The Center also sponsors important community activities such as McLean Day at Lewinsville Park in May and the 4th of July Fireworks at Langley High School.

MCC facilities include:

- **Campus Location:** MCC's largest location is adjacent to the Dolly Madison Library and McLean Central Park. It includes:
  - **Meeting and conference rooms,** a rehearsal studio, conference rooms, classrooms and commercial kitchen. All of which have programmed classes and events and are also available for local civic groups, clubs, organizations and citizens to plan their private events.
  - **The Alden, a 383-seat theatre** that presents a full season of professional, touring artists as well as community productions.
  - **Art galleries and the Susan B. DuVal Art Studio** which houses McLean Project for the Arts who program a full slate of visual art classes and provide the community with two curated art galleries.
- **Downtown Location:** The award-winning Old Firehouse Center (OFC) was the first-of-its-kind space for teens in Fairfax County.

- This location is currently the hub for after-school programs as well as youth camps, trips, and family events.
- The space is currently being renovated to include a sensory room and ADA accessible restrooms. A branch of SPARC (Special Adapted Resource Club) provides essential services from this location year-round.

The center largely operates on two streams of income: Small District 1-A **tax revenue** (81.6%) and **earned revenue** from classes, performances, events, and rentals (18.3%). MCC Tax District Residents receive a discount on all programs as well as reduced rates for space rental. The Friends of McLean Community Center also collect donations and sponsorships to sustain some programs.

As of 2022, McLean's population is 50,015 Of that population:

- 51% are identified as **women** and 49% are identified as **men**.
- The population is mostly **45+** (52.4% [45-54: 16.8%; 55-64: 16.1%; 65+: 19.5%]) or **17 and below** (25.9%).
- The largest race & ethnic group is **White, non-Hispanic**: 67.7%; followed by **Asian/Pacific Islander**: 21.1%; **Hispanic/Latino**: 4.6%; **Two or More Races**: 3.9%; **Black, non-Hispanic**: 2.2%; and **Other**: .5%.
- 70.1% of households have an **income of \$150,000 or above**.
- 27.2% of residents speak a **language other than English** at home. Of those, the top three highest spoken languages are from the regions of: **Asian/Pacific Islander**: 13.8%; **Indo-European**: 9.1%; and **Spanish**: 2.5%. \*

In May 2023, the McLean Community Center Governing Board approved the center's Strategic Plan that outlines its priorities for the next five years (2024-2028)—many of which include new and expanding equity-based initiatives. The MCC's Equity Plan uses common language from this strategic plan and provides additional information on equity priorities.

### **System-Level Infrastructure:**

The McLean Community Center does not receive funding in the county's annual budget but does use its infrastructure to support operations. Other county agencies that the MCC works closely with are: Human Resources, Purchasing, Finance, Information Technology, and the Park Authority. In September 2023, the Board of Supervisors approved a carryover allocation to help upgrade the Old Firehouse Center's restrooms to make them ADA-Accessible.

\*Data from Fairfax County Community Profile for McLean CDP (Census-Designated Place)

# MCLEAN COMMUNITY CENTER

## CALENDAR YEAR 2024 EQUITY IMPACT PLAN

### DEPARTMENT GOALS

**Goal 1: Be Visible:** Make our buildings, programming, and activities visible and accessible to people of diverse economic, social and cultural backgrounds.

**One Fairfax Area(s) of Focus: 13. A parks and recreation system that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs and facilities; and providing accessible and affordable facilities and programs.**

**Countywide Strategic Plan Community Outcome Area(s): Cultural and Recreational Opportunities (CRO)**

**Relationship to Countywide Strategic Plan Strategies/Metric(s):**

**Strategy CRO 2. Evaluate and address barriers (including transportation, language, virtual access and technology gaps) to cultural and recreational opportunities.**

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>1a. Ensure information about MCC programs are in many modes and places in the district so that residents know what resources they have access to.</b>	All of McLean's Community	MCC Leadership Team, Fairfax Print Shop, FCPA	MCC Leadership, MCC PIO Office, MCC Programming Staff	Ongoing	# of genre, time period and/or age-appropriate postcards, relevant usage of social and digital media, public banners, possible digital sign upgrade in McLean Central Park
<b>1b. Increased MCC Governing Board engagement at events so that they can experience the breadth of MCC's programs and talk with the whole community that the programs serve.</b>	All of McLean's Community	MCC Program Guide and Website	MCC Leadership, MCC PIO Office, MCC Programming Staff, MCC Staff liaison to the Board	Ongoing	Regular updates to Board of events that they can participate in, Board Members sharing their participation regularly
<b>1c. Review ways that MCC program and agency information can be translated into languages other than English and modes of communication (braille, sign language, audio/written transcription) on a consistent basis.</b>	All of McLean's Community	Fairfax County Translation Services, ADA language Training	MCC Leadership, MCC PIO Office, MCC Programming Staff,	Ongoing	Plan to roll out ongoing language services

# MCLEAN COMMUNITY CENTER

## CALENDAR YEAR 2024 EQUITY IMPACT PLAN

<p><b>1d. Standardize communication practices so that stereotypical, offensive, or exclusionary language is not used. (ex. "lowest man on the totem pole", using "he" as a default pronoun, etc.</b></p>	<p>All of McLean's Community</p>	<p>Training and/or guide development on language that is acceptable in Fairfax/MCC</p>	<p>MCC Leadership, MCC PIO Office, Fairfax County PIO Office, MCC Programming Staff</p>	<p>Ongoing</p>	<p>Training and/or report given to staff</p>
<p><b>1.e. Encourage all of McLean's businesses to be an exhibitor or vendor at its community events</b></p>	<p>McLean's Business Community and All of McLean's Community</p>	<p>Staff time to reach out to more businesses consistently</p>	<p>MCC Leadership and Special Events Staff</p>	<p>Ongoing</p>	<p>Continue tracking businesses that participate in events</p>

# MCLEAN COMMUNITY CENTER

## CALENDAR YEAR 2024 EQUITY IMPACT PLAN

**One Fairfax Area(s) of Focus:** 13. A parks and recreation system that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs, and facilities; and providing accessible and affordable facilities and programs.

**Countywide Strategic Plan Community Outcome Area(s):** Cultural and Recreational Opportunities (CRO), Lifelong Education and Learning (LEL)

**Relationship to Countywide Strategic Plan Strategies/Metric(s):**

Strategy CRO 6. Regularly inventory and evaluate cultural and recreational programs provided by the county and its partners based on how they address identified service gaps and how well they positively impact equity.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>2a.</b> Analyze census data for MCC district and community feedback survey results to assess needs within the community.	MCC Board, MCC Staff, McLean Community	Census Data, MCC ongoing community engagement survey, public hearing feedback and program evaluation surveys	MCC Leadership Team	Beginning in FY 24 and ongoing	Findings report for Board and Staff; Committee and Staff Level discussion and future planning documents.
<b>2b.</b> Expand Free and Low-Cost Programs as well as promote scholarship funds for programs	MCC Board, MCC Staff, McLean Community	MCC marketing assets and program evaluation surveys	MCC Board, MCC Leadership Team, Programing & PIO Staff	Ongoing	Annual free and low-cost program count and participation data
<b>2c.</b> Continue and develop programming that celebrates distinct cultures.	MCC Board, MCC Staff, McLean Community	McLean Community census data and feedback and MCC Staff Training	MCC Board, MCC Leadership Team, Programing & PIO Staff	Ongoing	Annual cultural programing count and participation data
<b>2d.</b> Make facility and programmatic improvements to The Old Firehouse Center that allow those with all abilities access to programming	Board of Supervisors, MCC Board, MCC Staff, McLean Community, SPARC	Surplus Carryover Funds from Board of Supervisors, Consultation with SPARC, MCC Staff Training	MCC Board, MCC Leadership Team, Facilities, OFC, Programing & PIO Staff	Ongoing	Completion of facility projects, Creation of PIO supplements such as large print options, consistent ADA requests.

## MCLEAN COMMUNITY CENTER

### CALENDAR YEAR 2024 EQUITY IMPACT PLAN

**Goal 3: Invite Discovery:** Provide opportunities to learn for people of all ages, interests, abilities, and backgrounds.

**One Fairfax Area(s) of Focus:** 13. A parks and recreation system that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs and facilities; and providing accessible and affordable facilities and programs.

**Countywide Strategic Plan Community Outcome Area(s):** Cultural and Recreational Opportunities (CRO), Lifelong Education and Learning (LEL)

**Relationship to Countywide Strategic Plan Strategies/Metric(s):**

Strategy CRO 6. Regularly inventory and evaluate cultural and recreational programs provided by the county and its partners based on how they address identified service gaps and how well they positively impact equity.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>3a.</b> Continue to regularly engage local civic groups around shared priorities including volunteer recruitment and community partner events	MCC Board, MCC Staff, MCC Civic, Faith, Education and Enrichment Groups, McLean Community	MCC marketing assets	MCC Board and MCC Leadership Team	Ongoing	Continue to plan gatherings of this community
<b>3b.</b> Continue to provide and develop youth leadership programs that develop professional skills and engage with the community	McLean Youth	Program evaluations, MCC marketing assets	MCC Leadership, MCC Programing & PIO Staff	Ongoing	Continued development of the Youth Ambassador Program, (the) Unruly Theatre Project and Youth Governing Board positions
<b>3c.</b> Continue to develop social, educational and entertaining programs for retirees and seniors	McLean Retirees and Seniors	Program evaluations, MCC marketing assets	MCC Leadership, MCC Programing & PIO Staff	Ongoing	Continued development of the SIA Program
<b>3d.</b> Continue to identify/expand facility use to meet community needs	All of McLean's Community	MCC's community engagement survey, public hearing feedback & program evaluation surveys	MCC Leadership & MCC Programing	Ongoing	Development of programs like the OFC Sensory Day, drop in games, etc.
<b>3e.</b> Continue to provide performance and other arts events featuring artists, styles and stories from various cultures and provide additional opportunities to learn about these traditions in workshops, Q & A sessions, meet and greets, etc.	All of McLean's Community	Performing Arts Staff Training, Program evaluations, MCC marketing assets	MCC Board, MCC Performing Arts & PIO Staff	Ongoing	Annual count of arts programs featuring artists, styles and stories from various cultures and participation data

## MCLEAN COMMUNITY CENTER

### CALENDAR YEAR 2024 EQUITY IMPACT PLAN

**Goal 4. Showcase Excellence:** Deliver excellent programming in an operationally innovative fashion.

**One Fairfax Area(s) of Focus:** 13. A parks and recreation system that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs and facilities; and providing accessible and affordable facilities and programs.

**Countywide Strategic Plan Community Outcome Area(s):** Efficient and Effective Government (EEG)

**Relationship to Countywide Strategic Plan Strategies/Metric(s):**

Strategy EEG 2. Implement a comprehensive approach to consistency solicit customer feedback on their service experience and share results regarding the quality of the county's programs and services.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>4a.</b> Analyze newly implemented universal survey questions to measure patron satisfaction across program type and begin to develop a more formalized agency-wide evaluation plan.	All of McLean's Community	Evaluation survey	MCC Leadership & Staff	Beginning in FY 24 and ongoing	Report on survey questions and possible recommendations
<b>4b.</b> Continue to invest in staff professional development at all levels, including on-site training for larger staff groups, specialized training for staff expertise and training on all professional development and growth opportunities are available to county staff.	MCC Staff	Possible outside vendors, trainings and/or conferences	MCC Leadership	Ongoing	Staff developing new skills to assist their work in the MCC; Staff sharing resources across their team and with others in the agency that can benefit
<b>4c.</b> Encourage staff to apply for appropriate awards & recognition to showcase the way the MCC Programs and Staff enhance the lives of all members of the community.	MCC Board, MCC Staff, All of McLean's Community	NA	MCC Board, MCC Leadership & Staff	Ongoing	Accolades section in program guide and webpage

# MCLEAN COMMUNITY CENTER

## CALENDAR YEAR 2024 EQUITY IMPACT PLAN

**Goal 5: Model Sustainability and Good Stewardship:** Represent the utmost integrity in our use of financial, physical, human, and other resources.

**One Fairfax Area(s) of Focus:** 16. Intentional, focused recruitment efforts that bolster a diverse applicant pool; hiring and evaluation practices, and processes for employee feedback, to achieve and preserve a culture of equity and fairness for all employees.

**Countywide Strategic Plan Community Outcome Area(s):** Efficient and Effective Government (EEG)

**Relationship to Countywide Strategic Plan Strategies/Metric(s):**

Strategy EEG 8: Improve the county’s competitiveness as an employer to recruit, hire and retain a diverse, highly qualified, workforce utilizing data to determine barriers and target strategies for marginalized groups.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>5a.</b> Revise management documents, financial reports, attendance & SOP’s to reflect new statistics being collected and evaluation priorities as well as to ensure continued program excellence and patron experience.	All of McLean’s Community	NA	MCC Leadership Team and MCC Staff	Ongoing	Clearer and more consistent internal and external reporting on programs and impact
<b>5b.</b> Continue to make hiring process more equitable including posting jobs on a wide array of sites including LinkedIn, Facebook, etc. and ensuring current staff know about these positions as opportunities for growth.	MCC Staff	Possible funds for job posting	MCC Leadership Team	Ongoing	Hiring pools that are qualified and diverse.
<b>5c.</b> Continue to provide and improve staff development in both formal and informal ways.	MCC Staff	Miscellaneous supplies TBD	MCC Leadership Team	Ongoing	Consistently marking staff personal milestones, achievements, monthly celebration emails, leadership messages, recommend staff to county and other outside trainings etc.

DocuSigned by:

*Betsy May-Salazar*

8BGA6B53648F42B...

Department Director’s Signature: \_\_\_\_\_