



# McLean Community Center CALENDAR YEAR 2025 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 McLean Community Center (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 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 policies.

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 Independence Day Fireworks at Langley High School.

MCC facilities include:

- **Campus Location:** MCC’s primary location is adjacent to the Dolley 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 theater** 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, which programs a full slate of visual art classes and provides 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.
  - 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. 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** (81.4%) and **earned revenue** from classes, performances, events, rentals and interest (18.6%). 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 2023, McLean’s population is 50,015. Of that population:

- 51% are identified as **women** and 49% are identified as **men**.
- The population by age is divided fairly evenly by age with the exception of those 18-24 years old. **The largest population groups are those below 17, followed by those above 65:**
  - 17 and under: 21.9%
  - 18-24: 8.4%
  - 25-34: 14.1%
  - 35-44: 14.1%
  - 45-54: 11.5%
  - 55-64: 13.5%
  - 65 and above: 16.5%
- 88.8% of population identify as White, non-Hispanic and Asian/Pacific Islander:
  - White, non-Hispanic: 67.7%
  - Asian/Pacific Islander: 21.1%
  - Hispanic/Latino: 4.6%
  - Two or More Races: 3.9%
  - Black, non-Hispanic: 2.2%
  - Other: 0.5%

- Other pertinent demographic data (Source: Fairfax County Community Profile for McLean Census-Designated Place):
  - 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
      - **Asia/Pacific Islands: 13.8%**
      - **Indo-European speaking: 9.1%**; and
      - **Spanish speaking: 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.

In 2025, McLean Community Center celebrates its 50th anniversary. A major initiative of the year-long celebration is to increase MCC’s visibility and outreach to better reflect the growing McLean community. Beginning in January, the MCC will consistently be using its 50th anniversary logo on all media to elevate the branding of all programs at the center. Also, as part of the 50th celebration, MCC is commissioning two new pieces of public art—a sculpture at the MCC and a mural in downtown McLean on the OFC. The design of the mural will be done in collaboration with the community at workshops that will be highly promoted. Special events will be programmed around the unveiling of each new piece of art.

The Deputy Director position will focus on best practices in management and center-wide customer service. This includes identifying opportunities for staff development around cultural competencies, which will ensure staff are better equipped in addressing customer service issues to all of the McLean Community. The Deputy Director will also work with the Human Services Systems and partnering agencies to ensure close alignment to county initiatives. This position was recently created to address community engagement, customer service, and to identify gaps that may exist in connecting to McLean’s diverse communities.

**System-Level Infrastructure:** The McLean Community Center does not receive funding in the county’s annual general fund budget but does use its infrastructure to support operations. The MCC works closely with the departments of Human Resources, Procurement and Material Management, Finance, Information Technology, and the Park Authority.

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## DEPARTMENT GOALS

Goal 1: Be Visible: Make our buildings, programming, and activities visible and accessible to people of diverse economic, social and cultural backgrounds.					
<b>One Fairfax Area(s) of Focus:</b>					
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.					
<b>Countywide Strategic Plan Community Outcome Area(s):</b> Cultural and Recreational Opportunities (CRO)					
<b>Countywide Strategic Plan Strategies/Metric(s):</b>					
CRO 2. Evaluate and address barriers (including transportation, language, virtual access and technology gaps) to cultural and recreational opportunities.					
Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
1a. Consistently use the MCC 50 <sup>th</sup> anniversary logo on all media and in more public places. This branding push will elevate the programs and get more visibility to the whole community. Large community events will be advertised in Spanish language outlets and staff will explore options in publications written in other languages most spoken in McLean. (according to Fairfax County CDP, cited above)	The McLean community, 50 <sup>th</sup> anniversary committee, MCC board and staff	The logo will be used on all print and digital collateral as well as on carefully selected, practical, giveaways for each special event.	50 <sup>th</sup> anniversary committee and MCC staff	Jan.-Dec.	Track # of participants in MCC programs  Track % of attendees that are highly satisfied or satisfied
1b. Commission two new pieces of public art—a sculpture at the MCC and a mural in downtown McLean on the OFC. Community voice will be vital in the development of the message that is conveyed and reflected.	The McLean community, 50 <sup>th</sup> anniversary committee, MCC board and staff	Program Guides, press releases, social media, posters at each site, and more	MCC staff	Jan.-Sept.	Participation in the mural design workshops and public art special events
1c. In partnership with FCPA, finalize the design of a digital sign at the intersection of Old Dominion and Chain Bridge Road—a very busy roadway for vehicles, bikes and pedestrians to promote all of the programs that the MCC offers, especially free and low-cost programming	The McLean community, FCPL staff, MCC board and staff	Engagement with sign designer and FCPA staff	FCPL and MCC staff, MCC board	Jan.-Dec.	Finalized design

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<p>1d. Increase board engagement at special events to act as MCC ambassadors with the community</p>	<p>The Mclean community and MCC Board</p>	<p>Monthly email of ways the board can engage with the MCC and ways to volunteer to work at events</p>	<p>MCC board and staff</p>	<p>Jan.-Dec.</p>	<p>Track board participation data</p>
<p>1e. Heavily promote the free summer concerts, especially through local businesses, to increase awareness about this free program that many indicated on the 2024 programs survey they would like to attend. Staff is planning to add additional on-site experiences like lawn games and coordinate “pick-up picnic dinners” with local restaurants.</p>	<p>The McLean community, MCC board and staff</p>	<p>Program Guides, press releases, social media, promotional fans, posters at each site, and in local business as well as apartment/condo buildings and more.</p>	<p>MCC staff</p>	<p>Jan.-July</p>	<p>Track participation in the summer concert series</p>

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**Goal 2: Welcome all of McLean and its global community:** Cultivate a warm, inclusive environment for all, becoming the flagship location for McLean’s residents who wish to learn, play, relax, and connect.

**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)

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

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	Timeline	Performance Measures
2a. Refine annual Programs Survey based on FY24 program interests. Present findings during the annual Public Hearing on Programs. Continue to offer this survey in several languages as well as large print options	The McLean community, MCC board and staff	Program Guides, press releases, social media, posters at each site, and postcards mailed to full tax district	MCC staff	Jan.-Dec.	Track # of survey participants as well as those engaged with the public hearing on programs
2b. Offer a full year of 50 <sup>th</sup> anniversary programming celebrating the past, present and future of McLean and its residents, including multiple ways for people to submit their memories and contribute to future programs such as the community mural on the OFC	The McLean community, MCC board and staff	Program Guides, press releases, social media, posters at each site, and postcards mailed to full tax district	MCC board and staff	Jan.-Dec.	Track program participation Satisfaction rating
2c. Complete ADA renovation of the OFC restrooms and front door that will provide more access to programming in a way that is comfortable and safe for more members of the community	The McLean community, patrons with disabilities, MCC board and staff	Continued communication with the vendor and timeline of work to be completed	MCC Staff	Jan.-May	Re-opening of OFC with renovations complete as well as positive feedback on the new functionality
2d. Highlight cultural festivals and events including Fiesta del Sol, Community Iftar Dinner, Jazz performance celebrating Mardi Gras and the foreign language films	The McLean community, MCC board and staff	Program Guides, press releases, social media, posters at each site, and postcards mailed to full tax district	MCC Staff	Jan.-Dec.	Program participation Satisfaction rating

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**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)

**Countywide Strategic Plan Strategies/Metric(s):**  
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	Timeline	Performance Measures
3a. Develop a new lecture/workshop series that includes community input on speaker and topic selection	The McLean community, MCC board and staff	meetings with interested community groups	MCC Staff	Jan.-Dec.	Satisfactory planning commitments from all interested groups
3b. Seniors in Action—Continue to respond to participant feedback and registration trends to best serve the senior population through weekly classes and special events	The senior community, MCC board and staff	Feedback surveys from individual events and the annual programs survey	MCC Staff	Jan.-Dec.	# of participants on SIA programs Satisfaction ratings
3c. Old Firehouse Center—Continue to respond to participant feedback and registration trends to best serve the school-age population through the after-school programs and all youth events	The youth community, MCC board and staff	Feedback surveys from individual events and the annual programs survey	MCC Staff	Jan.-Dec.	# of participants in youth programs Satisfaction ratings
3d. The Alden—Continue commitment to present diverse programming at a low cost in the public performing arts series and continue to expand offerings for local schools to see these performances during the school day	The McLean community, McLean area public schools, MCC board and staff	Feedback surveys from individual events and the annual programs survey	MCC Staff	Jan.-Dec.	# of participants in performing arts programs Satisfaction ratings
3e. The ADA renovation of the OFC restrooms and front door will take place in the winter. This project will close the center and move all programming to the MCC. During this time, staff will involve participants in MCC programs in ways that they can't normally participate in due to transportation needs	Program participants such as SPARC and the After School Program as well as MCC staff	Communication between teams to best serve new groups in programs	MCC Staff	Jan.-May	# of participants in day-time programs Satisfaction ratings

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Goal 4: Showcase Excellence: Deliver excellent programming in an operationally innovative fashion					
<b>One Fairfax Area(s) of Focus:</b>					
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.					
<b>Countywide Strategic Plan Community Outcome Area(s):</b> Efficient and Effective Government (EEG)					
<b>Countywide Strategic Plan Strategies/Metric(s):</b>					
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	Timeline	Performance Measures
4a. Implement newly created definition of excellence as a guiding tool when making programming and management decisions	McLean community and MCC Staff	Training for staff	MCC Staff	Jan.-Dec.	Begin having discussions of how the excellence definition is implemented in program planning decision making
4b. Integrate community feedback cycle into annual program and budget planning	McLean community and MCC Staff	Survey and presentation tools	MCC Staff	Jan.-Dec.	New or updated emerging programs that are proposed by the community and fit with the MCC’s mission and capacity
4c. Continue to collect and analyze universal survey questions to measure current participant experience and any changes in it over time	The McLean community, MCC board and staff	Survey and presentation tools	MCC Staff	Jan.-Dec.	Have a better understanding of how customer feedback changes overtime or for certain program types

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**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)

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

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	Timeline	Performance Measures
5a. The newly created Deputy Director position was hired in late 2024. 2025 will be their first full year to focus on better efficiency in our customer service and operations areas. This staff member will provide a greater focus on best practices in management, and enhanced center-wide community development.	The McLean community, MCC board and staff	Job postings on internal and external sites and staff hiring panel	MCC Staff	January	Integrate the new Deputy Director into the Senior Leadership team and center operations
5b. Reinforce internal evaluation practices Center-wide through staff engagement in a continuous reflection and improvement process at micro and macro levels	MCC Staff	Training for staff	MCC Staff	Jan.-Dec.	Collect data from internal evaluations and evaluate it for areas of improvement
5c. Expand staff-wide trainings on topics like equity and access as well as team building opportunities to enhance center-wide communication and planning	MCC Staff	Training for staff	MCC Staff	Jan.-Dec.	Participation numbers for training events
5d. Replace Old Firehouse Center vans with new ones that are more energy efficient and have many more safety features for youth transportation during programs	The McLean community, MCC board and staff	FCDOT Staff planning and purchasing process	MCC Staff and FCDOT	Jan.-Dec.	Delivery of vans

DocuSigned by:

*Betsy May-Salazar*

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

5/22/2025