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MARKET ANALYSIS UPDATE

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# RESTON COMMUNITY CENTER

MAY 2013



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In February of 2013, Reston Community Center (“RCC”) engaged Brailsford & Dunlavy (“B&D”) to conduct a Market and Financial Update (the “Study”). The intention of the Study was to update key market characteristics that would impact the demand and financial feasibility for a future recreation facility.

*This study is not intended to be rigidly prescriptive with respect to implementing a particular facility program or operating structure. It is intended to be a guide for developing a facility that meets the specific needs of the Reston Community and to provide an operating paradigm that is consistent with the mission of RCC. As such, refinements to this plan should be expected to respond to the requirements of various public or private entities that might participate in the proposed initiatives as well as to account for market, fiscal, and policy priorities that naturally evolve over a period of years.*

The report, prepared by B&D’s project team comprised of Jeffrey Turner, Senior Vice President, Craig Levin, Senior Project Manager, and Sam Jung, Assistant Project Manager, sets forth B&D’s findings and recommendations as part of the Study. The findings contained herein represent the professional opinions of B&D personnel based on assumptions and conditions detailed in this report. B&D has conducted research using both primary and secondary information sources, which are deemed to be reliable but whose accuracy B&D cannot guarantee.

B&D would like to thank the RCC Board, staff, and community for their availability and input throughout this process and for providing detailed information related to various operations.



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# SECTION 1

## Executive Summary

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# EXECUTIVE SUMMARY

## INTRODUCTION

In February of 2013, Brailsford & Dunlavey (“B&D”) was engaged by the Reston Community Center (“RCC”) to update key information from a market study conducted in 2008. The objective of the study was to understand public interest and financial parameters associated with developing a new indoor recreation center. B&D’s approach involved both qualitative and quantitative research that included input from RCC’s Board of Governors, RCC staff, and the general community. B&D examined existing conditions with respect to current operations, demographic composition of Reston, and general market conditions, and used these analyses to quantify demand for a new facility.

## SCOPE OF WORK

B&D’s work effort commenced with a meeting of the Board of Governors to understand the drivers and vision associated with the prospective development of a new recreation center. Based on feedback from the Board, B&D updated key components of the previous market analysis to include Reston’s demographic composition and existing facilities in the region. Several meetings were also conducted with the community to understand interest and concerns with developing a facility. The results of the analysis are instrumental in framing issues that would affect demand for a new facility relative to key market characteristics. The methodologies employed in this study included the following:

- ***Focus groups*** conducted with the community to gain qualitative information regarding interest or concerns with a new facility;
- A ***demographic analysis*** was updated to understand changes within the makeup of Reston;
- A ***competitive context analysis*** was updated to assess the environment within which any new facility would compete, with consideration of facility conditions, amenities, plans for future development, and pricing;
- A ***financial analysis*** was completed to analyze potential revenues, expenses, capital costs, and general financial performance of a recreation project.

**MARKET FINDINGS**

B&D conducted a market analysis update to examine critical factors in order to frame the issues that would affect demand and financial feasibility for this project. Below is a summary of key findings:

- There was substantial input from several users and community organizations regarding the need for additional aquatic facilities to support a variety of user groups and programs. Aquatics are a big part of Reston, and serve all age groups and abilities. It was stated that current demand exceeds the capacity of existing facilities, forcing programs to turn away potential users. The conditions of the current pool limit the functionality and ability to appropriately serve multiple types of users.
- The demographic make-up of Reston suggests a higher propensity to participate in recreation activities. Two key factors that are the basis of this assumption include household income and education attainment. The median household income in Reston is nearly double that of the national average. Reston also has a high percentage of residents with either a high school or undergraduate degree.
- The median age within Reston as well as the surrounding area continues to increase. The ability to provide services, programs, and facilities that cater to an ever increasing active adult market will be critical.
- With the continued development of Reston, there are plans to introduce two new private recreation facilities to the area, LifeTime Fitness, and Crunch Fitness. B&D identified seven existing facilities within Reston, as well as two that are planned to open within the year.
- B&D compared the average rates of private facilities to those of public facilities. An adult private monthly membership is 10% higher than a public sector membership. A family can expect to pay 18% more for a private club membership. In comparing annual membership rates, the private sector is 45% and 46% higher for adult and family membership. RCC rates are well below that of comparable public facilities.
- In order to estimate the amount of square footage required to support expressed demand, B&D updated the analysis focused on the demand from the primary market. As a conservative estimate, B&D assumed a 10% capture rate of the extended market. Based on this assumption there is current demand for 15,700sf of fitness spaces (multipurpose rooms), 21,600sf of weight and fitness spaces, and 19,200sf of gymnasium space.

Activity	SF Demand
Fitness Activities	15,713
Weight and Fitness	21,629
Gymnasium	19,264

## FINANCIAL ANALYSIS

To understand the financial implications of developing a new indoor recreation center, B&D created a financial model to test different scenarios with respect to program, operating revenues, and expenses based on the results of the market study and current economic conditions.

The facility's program, development budgets, revenue, and operating assumptions are inputs within the model, thereby allowing any changes in assumptions within one of these components to automatically force a corresponding adjustment throughout the model. B&D's use of conservative assumptions throughout the analysis allows RCC to proceed with the knowledge that detail-related decisions can be made within the established financial parameters without compromising the project's scope or quality.

B&D developed two scenarios of the financial model that correspond with the proposed facility options. The assumptions, with respect to revenues, expenses, and debt service correspond to the building scope. The detailed financial model can be found in Appendix C of this report.

### *Project Economics*

In B&D's experience, most of the successful recreation facilities are able to cover 80-90% of operating costs with the remaining expenses subsidized by various public monies. In the case of Fairfax County, all of the recreation facilities operate at break-even or better. The ability to assess fees close to market rates and generate revenue through a comprehensive menu of programs provides the opportunity to achieve financial stability. The following chart represents the cost recovery for each option based on preferred rate structure assuming a four-year ramp up period. Based on these parameters, each scenario is able to cover between 60% and 81% of operating expenses in year 4 (stabilized year).

#### OPTION A:

Cost Recovery Percentage	Low	Moderate	Market
Year 1	53%	59%	65%
Year 2	55%	61%	67%
Year 3	56%	62%	68%
Year 4	57%	63%	69%
Year 5	57%	63%	69%
Year 6	57%	63%	69%
Year 7	58%	64%	70%
Year 8	58%	64%	70%
Year 9	58%	64%	71%
Year 10	59%	65%	71%

OPTION B:

Cost Recovery Percentage	Low	Moderate	Market
Year 1	60%	66%	73%
Year 2	61%	68%	75%
Year 3	63%	69%	76%
Year 4	63%	70%	77%
Year 5	63%	70%	77%
Year 6	64%	71%	78%
Year 7	64%	71%	78%
Year 8	65%	72%	79%
Year 9	65%	72%	79%
Year 10	65%	73%	80%

**NEXT STEPS**

The results of this study serve as a guide for RCC as well as the Reston community to make an informed decision as it relates to developing a future indoor recreation facility. The next steps involve engaging the community in order to determine the best course of action for moving forward. These steps include:

- Present the findings of the Study to RCC Board Members and the community
- Develop a preferred program based on feedback from the community and other entities as necessary
- Work with the community and interested agencies to determine the best options associated with potential sites

# SECTION 2

## Market Analysis

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# MARKET ANALYSIS

## INTRODUCTION

Brailsford & Dunlavey (“B&D”) conducted an update to the previous market analysis that examined characteristics of Reston with respect to demographics, participation levels, and inventory of existing public and private facilities. B&D also participated in several community forums to solicit input from the Reston community with regards to the potential of a new facility.

The analysis included the following specific tasks:

- ◆ Community Forums
- ◆ Demographic/Market Analysis Update
- ◆ Participation Analysis and Demand Reconciliation Update
- ◆ Competitive Context Analysis Update

A detailed examination of B&D’s findings is provided in the following text.

## COMMUNITY FORUMS

Reston organized multiple community forums over the course of the study in order to engage residents in dynamic conversation about their opinions, and recommendations regarding interest in expanding indoor recreation in Reston. The discussions helped identify issues that are specific to Reston, including general usage of current recreation facilities, perceived needs within the community, and general concerns associated with developing a new facility. The discussions were intended to yield qualitative data for the researchers, while identifying sensitivities and previously unconsidered issues surrounding recreation within Reston.

## COMPOSITE SUMMARY OF FINDINGS FROM COMMUNITY FORUMS

### *WHAT ARE PROGRAM ELEMENTS THAT WOULD BE DESIRED IN A NEW FACILITY?*

- ◆ There was substantial input from several users and community organizations regarding the need for additional aquatic facilities to support a variety of user groups and programs. Aquatics are a big part of Reston, and serve all age groups and abilities. It was stated that current demand exceeds the capacity of existing facilities, forcing programs to turn away potential users. The conditions of the current pool limit the

functionality and ability to appropriately serve multiple types of users. Specific suggestions for aquatics included:

- Creating a dedicated therapy pool (Water temperature above 90 degrees)
- A dedicated competitive pool (50M or 25YD) to serve local high school, Master Swimmers, swim clubs and other programs. (One specific user indicated having to wake up at 3:45 am to utilize a pool for her club.)
- Deep well for diving and other activities
- Locker rooms to support multiple teams during swim events
- Sauna and steam rooms
- Aquatics should be designed to support adaptive swim programs (zero-depth entry)
- ◆ Other program elements identified included:
  - Weight and fitness equipment to support athletic training, cross training, and general wellness and fitness. It was noted there are several private facilities in the area, with a Lifetime Fitness opening a new facility that will need to be analyzed as part of the market update.
  - Indoor and outdoor track. There is a high participation rate among triathletes and runners and there are no indoor facilities during the winter months to cater to these individuals.
  - Multipurpose courts for basketball, indoor soccer, and volleyball. Volleyball was mentioned as a sport that is growing and has high participation rates in the area.
  - Wrestling room
  - Climbing Wall
  - Support spaces for lockers
  - Concessions/lounge area
  - Ample parking lot
- ◆ With the new Metro coming, it was noted that consideration needs to be given to providing access from the metro to a new facility.
- ◆ The YMCA was supportive of the new facility, and sees opportunities to collaborate on programs and services.



*WHAT ARE AREAS OF CONCERNS THAT SHOULD BE TAKEN UNDER CONSIDERATION IN DEVELOPING A NEW FACILITY?*

- ◆ Participants discussed the advantages and disadvantages for locating the facility at Baron Cameron Park. A separate site valuation analysis is being performed to evaluate the cost for developing the facility at alternative areas in Reston.
- ◆ Residents were also concerned about the planned private facilities entering the market, and the impact this would have on future plans to expand recreation by RCC.
- ◆ Cost, and its impact on taxes was also a major concern voiced by the citizens. A separate analysis was being conducted by RCC to understand the potential impact on the small district 5 tax rate.

**DEMOGRAPHIC ANALYSIS**

Demographic characteristics of the market are critical in understanding potential demand for recreation. B&D conducted an update of the previous analysis to understand any major shifts in the makeup of Reston and surrounding areas within a ten-mile radius. Demographic trends were also used to inform participation rates and outline potential demand for each programmatic component of the new facility. To identify potential demand for the Reston Community, B&D obtained demographic reports from the most recent census as reported by Sites USA. This information was used to update and validate initial user assumptions based on participation rates as determined by the IHRSA / ASD Health Club Trend Report prepared by American Sports Data, Inc.

The total population of Reston has grown steadily since 2000, and is projected to continue this trend over the next 10 years.

	2000	2010	2012	2017	2022
Total Population	54,489	58,404	60,621	65,486	65,685

**EXHIBIT 2.1: POPULATION TRENDS**

The median age in Reston is 37.9, slightly higher than that of Fairfax County (37.6). The largest segment of the population is represented by the age group 35 to 54 years, which accounts for 31%. The previous study indicated that the median age within Reston is expected to increase over the next few years. This is important to note in considering the types of services that should be offered in any existing or planned facility in the future.

Age	Reston	% of Population	Fairfax County
Under 20 Years	13,557	22%	26%
20 to 34 Years	12,857	21%	20%
35 to 54 Years	18,271	30%	31%
55 to 64 Years	8,257	14%	13%
65 Years and Older	7,681	13%	10%
<i>Median Age</i>	<i>37.9</i>		<i>37.6</i>

**EXHIBIT 2.2: POPULATION BY AGE**

The median household income is nearly double that of the national average (\$52,000), with half the households earning more than \$100,000.

Household Income	Reston	% of Population	Fairfax County
Under \$25,000	2,239	9%	8%
\$25,000 to \$49,999	2,551	10%	11%
\$50,000 to \$74,999	3,576	14%	14%
\$75,000 to \$99,999	3,532	14%	14%
\$100,000 to \$149,999	5,909	23%	21%
\$150,000 or more	7,470	30%	32%
<i>Median Income</i>	<i>\$102,174</i>		<i>\$105,797</i>

**EXHIBIT 2.3: HOUSEHOLD INCOME**

Reston has a highly educated population with 63% of the adult population 25 years and older holding a college degree or higher. Nearly a third of the population has a graduate degrees.

Educational Attainment	% of Population	Fairfax County	National Average
High School Graduates	92%	93%	85%
College Graduates with Bachelors Degree or Higher	63%	59%	28%

**EXHIBIT 2.4: EDUCATIONAL ATTAINMENT**

This demographic profile is important to understand because it can dramatically influence the types of equipment, amenities, services, and programs that are offered in a potential facility, as well as participation rates for each of these components. Analyzing future demographic projections also ensures that the proposed program offers the flexibility to accommodate the demands of a growing and diversifying population.

- The demographic make-up of Reston suggests a higher propensity to participate in recreation activities. Two key factors that are the basis of this assumption include household income and education attainment. The median household income in Reston is nearly double that of the national average. Reston also has a high percentage of residents with either a high school or undergraduate degree.
- The median age within Reston as well as the surrounding area continues to increase. The ability to provide services, programs, and facilities that cater to an ever increasing active adult market will be critical.

Not only does Reston boast a vibrant community, it is also the second largest office market in Fairfax county with almost 19.7 million square feet of space.<sup>1</sup> Reston is home to several major employers with a base of nearly 60,000 employees. Professional, Scientific, and Technical Services make up the largest number of jobs in Reston. Since the last study, significant progress has also been made to the Silver Line Metrorail, expected to be completed in 2013.

<sup>1</sup> Greater Reston Chamber of Commerce

Metrorail's impact will continue to spur economic development within Reston and the surrounding communities, putting additional pressure on the current facilities.

## **PARTICIPATION AND DEMAND RECONCILIATION**

B&D updated participation levels for a variety of recreational activities to reconcile estimated demand with current demographic data. Using demographic data and participation levels established by the Sporting Goods Manufacturers Association (SGMA)<sup>2</sup>, B&D estimated core levels of participation for a series of activities. Understanding the levels at which individuals participate in these activities, B&D was then able to estimate the square footage needs to meet demand for various fitness and sport spaces. The analysis examined three market segments that include the primary market of Reston, a secondary market within five miles of Reston, and a tertiary market that is between five and ten miles of Reston. The primary focus of demand centers around Reston, and B&D estimated a 10% capture rate for the extended market areas.

The analysis examines the following activities: aerobics, weight and fitness, basketball, volleyball, indoor soccer, and swimming. Participation levels are determined by examining specific demographics categories and core participation levels associated with each. The leading indicators used in this analysis to estimate participation include, gender, age, and household income.

### **PARTICIPATION LEVELS**

The following chart demonstrates the potential participation levels for each market segment based on 2012 demographics. The second chart applies a factor to represent the population that would likely use a private or public facility.

- Fitness activities include: Aerobics, Pilates, Yoga, and Tai Chi
- Weight and Fitness activities include: Elliptical Motion Trainer, Stationary Cycling, Treadmill, Free Weights, Weight/Resistance Machines
- Gymnasium activities include: Basketball, Indoor Soccer, Volleyball
- Aquatic activities include: Aquatic Exercise, Lap Swimming

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<sup>2</sup> USA Sports Participation Study, Complete Study

Activity	Participants		
	Reston	0-5 Market	5-10 Market
Fitness Activities	7,302	20,401	63,878
Weight and Fitness	25,699	72,048	227,455
Gymnasium	4,132	16,165	51,639
Aquatics	2,138	6,368	19,019
<b>Total Core Participants</b>	<b>39,270</b>	<b>114,981</b>	<b>361,990</b>

Activity	Participants Most Likely to Use Private/Public Facility		
	Reston	0-5 Market	5-10 Market
Fitness Activities	3,035	8,039	24,462
Weight and Fitness	13,958	36,971	111,831
Gymnasium	3,534	9,592	29,157
Aquatics	1,449	3,897	11,839
<b>Total Core Participants</b>	<b>21,977</b>	<b>58,499</b>	<b>177,289</b>

**EXHIBIT 2.5: PARTICIPATION LEVELS**

In order to estimate the amount of square footage required to support each activity, B&D focused on the demand from the primary market. As a conservative estimate, B&D assumed a 10% capture rate of the extended market. Due to the nature of fitness activities, B&D allocated 2.5 square feet per user to calculate space needs. Based on this assumption there is current demand for 15,700sf of fitness spaces (multipurpose rooms), 21,600sf of weight and fitness spaces, and 19,200sf of gymnasium space. The next component of the analysis is to incorporate the current square footages of existing and planned facilities within Reston.

Activity	SF Demand
Fitness Activities	15,713
Weight and Fitness	21,629
Gymnasium	19,264

**EXHIBIT 2.6: DEMAND PROJECTIONS**

**COMPETITIVE CONTEXT**

B&D performed an update to the market survey of public and private recreation facilities in proximity to Reston to gain an understanding of the recreational programs and activities currently available. The analysis was designed to determine the range of facilities and activities offered and the membership costs at these local recreation centers. The analysis also provided data for programming of a recreation facility that will complement rather than duplicate activities currently available in the local area.

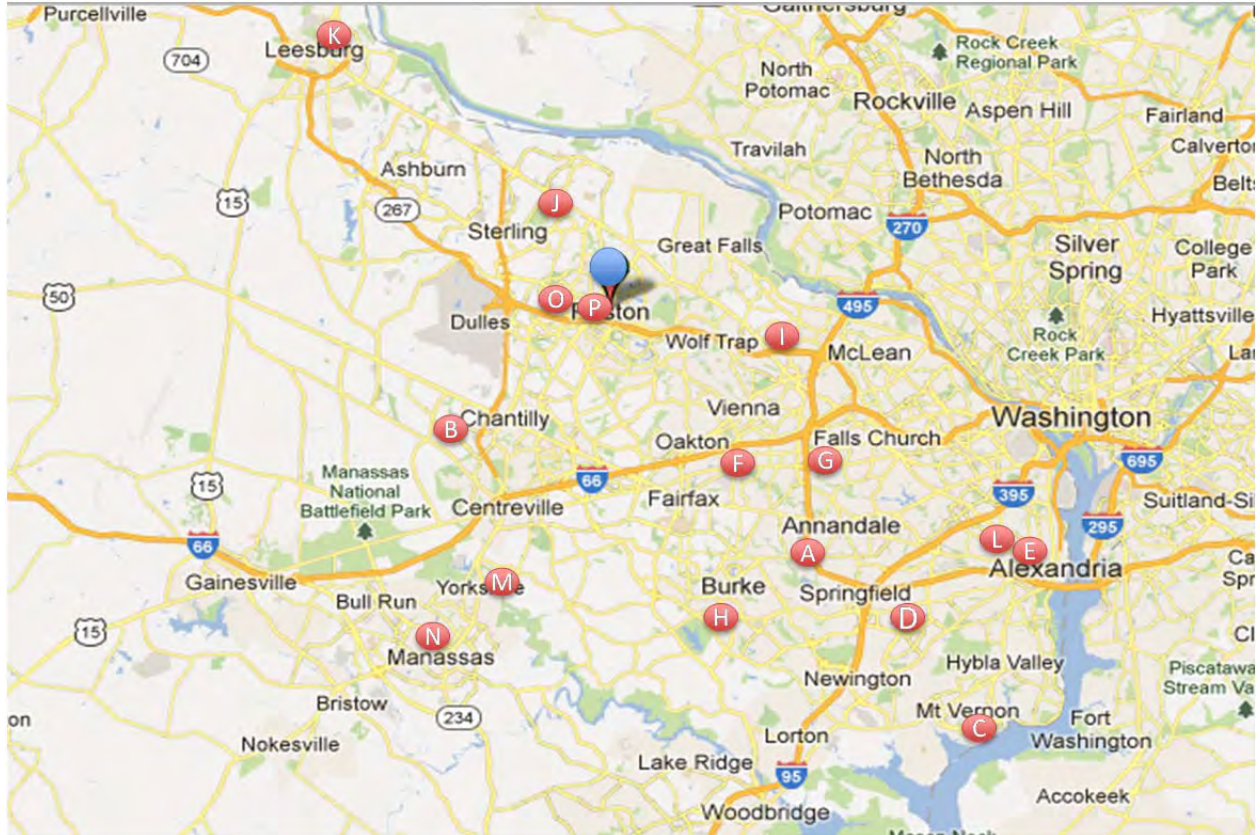
**PUBLIC FACILITIES**

B&D identified sixteen public facilities in the region that offer a range of programs and services. All of the facilities provide an aquatic component, of which 5 provide a 50M pool. In addition, these facilities include weight and fitness spaces, multipurpose rooms, racquetball/squash courts, meeting rooms, and other support spaces.

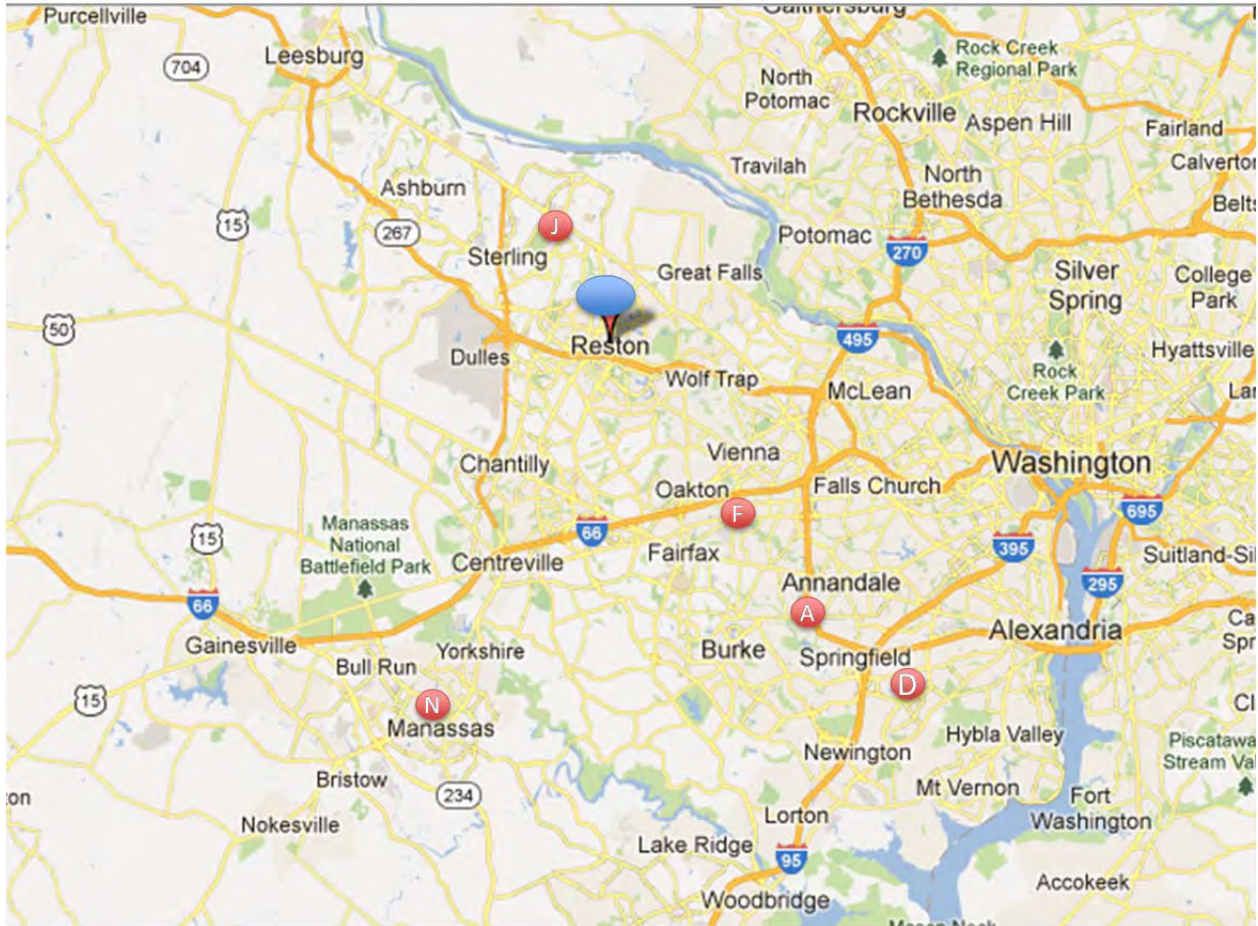
Facility	Leisure	25YD	50M
A Audrey Moore			■
B Cub Run	■	■	
C George Washington		■	
D Lee District			■
E Mt. Vernon		■	
F Oak Marr			■
G Providence		■	
H South Run		■	
I Spring Hill		■	
J Claude Moore	■		■
K Ida Lee Park	■	■	
L Chinquapin Park		■	
M Community Center	■	■	
N Freedom Aquatic Center	■	■	■
O Herndon Community Center		■	
P YMCA		■	
<b>Total</b>	<b>5</b>	<b>12</b>	<b>5</b>

**EXHIBIT 2.7: PUBLIC FACILITIES BENCHMARKING OVERVIEW**

The following maps represent the location of the facilities in proximity to the current RCC facility.



**EXHIBIT 2.8: MAP OF PUBLIC FACILITIES**



**EXHIBIT 2.9: MAP OF PUBLIC FACILITIES WITH 50M POOLS**

An important component of this analysis was to also understand the financial metric associated with these facilities. The operating paradigm associated with public facilities has changed over the last few years, with mandates to reach a break-even cost recovery model. Therefore, facilities have changed their rate structures and membership types, and are focused on maximizing revenue and minimizing operating expenses. The following chart provides an overview of the membership types and rates associated with public facilities in the region. Although Reston may not look at full cost-recovery for a new facility, it's important to understand how other facilities within the region are assessing rates.



MARKET ANALYSIS

Rate Category	Fairfax County	Ida Lee	Claude Moore	Freedom Aquatic	Herndon	Average
<b>Resident Rates</b>						
<b>Daily Admission</b>						
Adult	\$8.00	\$5.50	\$5.50	\$8.00	\$6.50	\$6.70
Youth/Student	\$6.50	\$4.00	\$3.75	\$5.00	\$5.25	\$4.90
Child	\$0.00	\$0.00	\$0.00	-	-	\$0.00
Senior	\$6.50	\$4.00	\$3.75	\$5.00	\$5.25	\$4.90
Family	\$16.00	-	-	\$15.00	-	\$15.50
<b>25-Admission Pass</b>						
Adult	-	\$121.00	\$120.00	-	\$130.00	\$123.67
Youth	-	\$93.00	\$85.00	-	\$96.25	\$91.42
Senior	-	\$93.00	\$85.00	-	\$98.50	\$92.17
<b>Monthly</b>						
Adult Single	\$74.00	\$52.00	\$46.00	\$70.00	\$52.50	\$58.90
Adult 2 Person	\$115.00	\$92.00	\$71.00	-	\$82.00	\$90.00
Dependent	\$19.00	\$24.00	\$12.00	-	\$13.50	\$17.13
Youth/Student	\$69.00	\$41.00	\$34.00	\$51.00	\$47.25	\$48.45
Senior Single	\$69.00	\$41.00	\$34.00	\$51.00	\$36.75	\$46.35
Senior 2 Person	\$107.00	\$75.00	\$52.00	-	\$57.50	\$72.88
Senior/Non Senior	\$111.00	-	-	-	\$70.00	\$90.50
Family	\$137.00	\$115.00	\$84.00	-	-	\$112.00
<b>6 Months</b>						
Adult Single	\$367.00	\$236.00	-	\$321.00	\$261.75	\$296.44
Adult 2 Person	\$576.00	\$434.00	-	-	\$411.00	\$473.67
Dependent	\$91.00	\$107.00	-	-	\$65.00	\$87.67
Youth/Student	\$341.00	\$191.00	-	\$243.00	\$215.00	\$247.50
Senior Single	\$341.00	\$191.00	-	\$243.00	\$215.00	\$247.50
Senior 2 Person	\$535.00	\$354.00	-	-	\$338.00	\$409.00
Senior/Non Senior	\$556.00	-	-	-	\$350.25	\$453.13
Family	\$683.00	\$565.00	-	-	-	\$624.00
<b>Yearly</b>						
Adult Single	\$660.00	\$429.00	\$550.00	\$579.00	\$470.25	\$537.65
Adult 2 Person	\$1,037.00	\$803.00	\$850.00	-	\$739.00	\$857.25
Dependent	\$164.00	\$124.00	\$140.00	-	\$116.75	\$136.19
Youth/Student	\$613.00	\$349.00	\$400.00	\$441.00	\$329.25	\$426.45
Senior Single	\$613.00	\$349.00	\$400.00	\$441.00	\$329.25	\$426.45
Senior 2 Person	\$963.00	\$620.00	\$820.00	-	\$517.25	\$730.06
Senior/Non Senior	\$1,000.00	-	-	-	\$630.00	\$815.00
Family	\$1,231.00	\$1,035.00	\$1,000.00	-	-	\$1,088.67

**EXHIBIT 2.10: MEMBERSHIP TYPES AND RATES - PUBLIC FACILITIES**

**PRIVATE FACILITIES**

With the continued development of Reston, there are plans to introduce two new private recreation facilities to the area, LifeTime Fitness, and Crunch Fitness. B&D identified seven existing facilities within Reston, as well as two that are planned to be open within the year. These facilities primarily offer weight and fitness equipment and studio spaces. The YMCA and LifeTime Fitness offer lap swimming and gymnasium space as well.

Reston Private Facilities	Weight&Fitness (SF)	Multipurpose Rooms	Lap Pool	Courts
Sport & Health Club- Reston	2,500	2	No	No
Bikram Yoga	0	1	No	No
Pure Joe Pilates Studios	0	1	No	No
Fitness First	1,750	1	No	No
Fairfax County YMCA- Reston	2,500	2	Yes	1
Lady of America Fitness Center	1,500	1	No	No
LifeTime Fitness	7,000	5	Yes	2
Crunch Fitness	7,500	2	No	No
<b>Total</b>	<b>22,750</b>	<b>15</b>	<b>2</b>	<b>3</b>

**EXHIBIT 2.11: PRIVATE FACILITIES BENCHMARKING OVERVIEW**

B&D compared the average rates of private facilities to those of public facilities. An adult private monthly membership is 10% higher than a public sector membership. A family can expect to pay 18% more for a private club membership. In comparing annual membership rates the private sector is 45% and 46% higher for adult and family membership.

Rate	Private Facility		Public Rate		Variance	
	Per Month	Annual	Per Month	Annual	Per Month	Annual
Adult	\$65	\$780	\$59	\$537	10%	45%
Family	\$132	\$1,584	\$112	\$1,088	18%	46%

**EXHIBIT 2.12: RATE COMPARISON**

**PRIVATE FACILITIES**

In addition to these private health clubs, B&D also identified private swim facilities in the region. These facilities include Kids First Swimming School (Sterling, VA), Machine Swim School (Vienna, VA), and Tom Dolan Swim Schools (Dulles, VA). These facilities offer warm water swimming instruction facilities, warm water therapy, and water aerobics. Swim lessons are paid on a monthly basis.

<b>Private Swim Club</b>	<b>Rate</b>
Monthly Fee Based on 1 lesson per week	\$99
Monthly Fee Based on 2 lessons per week	\$155
Remigration Fee	\$40
Open Swim packages	
4 Pack	\$56
8 Pack	\$105
10 Pack	\$125
12 Pack	\$144
<i>Annual Unlimited Visit Pass RCC</i>	
<i>Adult</i>	\$288
<i>Youth/Senior</i>	\$144

**\*PACK INDICATES NUMBER OF VISITS**

**EXHIBIT 2.12: RATE COMPARISON**



CASE STUDIES

**CLAUDE MOORE RECREATION CENTER**

*Overview*

The Claude Moore Recreation Center is an 80,000-square-foot fitness and aquatics facility. The facility contains a leisure pool and a 50-meter competition pool, as well as sauna and spa areas. The recreation center also includes 6,600 square feet of fitness space, a 10,000 square-foot gymnasium, an elevated indoor jogging track, a rock climbing wall, meeting rooms, and playrooms. A child care center is available during select weekday hours for children between 6 months and 11 years of age. The facility also offers “Teen Night” at a cost of \$5 per student. “Teen Night” events have DJs, live bands, a game room, and Internet access for a nearly 3-hour time frame on select evenings.



*Hours of Operation*

Claude Moore has fairly consistent operational hours for the recreation area and the competition pool. The main areas are open 106.5 hours per week, while the competition pool is open 104.75 hours per week. A summary of the facility’s hours of operation is provided in Exhibit 2.13. For context, the average facility operating hours is 101 hours per week, and the average competition pool hours are 93 hours per week. There are a minimum of 3 laps open for lap swimming during all hours of operation. The entire facility is closed for one week just after Labor Day each year. The competition pool will usually close for an additional week for maintenance and service.

Day of Week	Rec Center Hours	Main Pool Hours
Monday - Friday	5:00 am - 9:30 pm	5:00 am - 9:15 pm
Saturday - Sunday	8:00 am - 8:00 pm	8:00 am - 7:45 pm
Total Hours Per Week	106.50	104.75

**EXHIBIT 2.13: HOURS OF OPERATION**

*Membership*

Claude Moore currently reports having 1,963 members. The facility offers a variety of membership rates based on variables such as residency, age, and duration of membership. It

should be noted that while Claude Moore offers daily admission, 25-session membership packages, monthly memberships, and yearly memberships, it does not offer a 6-month membership found in many of the competitive facilities. Non-resident members must pay a premium ranging from 13% to 53% higher than resident membership rates. There are a total of 1,219 25-pass members, 362 monthly members, and 382 annual members.

### ***Operating Information***

The largest source of revenue for Claude Moore is long-term competition pool rentals. The facility also receives rental revenue for patrons renting the meeting rooms for private events. The meeting rooms can accommodate 22 to 50 patrons and are available for rent from \$28 to \$140 dollars per hour.

### ***Staffing Model***

Claude Moore presently employs 14 full-time staff members. There are 4 other staff positions that have been vacant for over one year. The full time positions are as follows: manager, assistant manager, land programmer, office manager, 2 customer service assistants, aquatic services coordinator, aquatic programmer, aquatic operations specialist, building engineer, 2 building maintenance employees, and 2 custodial employees. In addition to the full-time staff members, the facility also has around 100 part-time employees. Such part-time positions include lifeguards, facility supervisors, and instructors.

### ***Cost Recovery***

While the specific levels of revenues and expenses for prior years are not available for the Claude Moore Recreation Center, B&D was informed that the facility currently is breaking even each year.

### ***Best Practices***

Personnel from Claude Moore noted several challenges that should be taken into account when planning a new facility. Challenges are presented when fitness classes are not included as a part of membership. It was also noted that employees and volunteers should be allowed to use the facility as a benefit of employment in order to promote an increased desire to work or volunteer at the facility.

**HERNDON COMMUNITY CENTER**

*Overview*

The Herndon Community Center is a 56,000-square-foot facility. The facility contains a 25-yard heated pool, as well as sauna and spa spaces. Additionally, Herndon features a 2,800-square-foot fitness space and a 1,800-square-foot personal training and small-group space. The facility contains a gymnasium, 3 racquetball courts, 6 tennis courts, a playroom, and a 7,000-square-foot meeting space. The Herndon Community Center offers drop-in child care services during select weekday hours. The service is free of charge with a 2-hour time limit for children over the age of 12 months. Due to limited space in the child care center, the facility allows members to reserve a space for a child up to one week in advance.



*Hours of Operation*

Within the competitive spectrum, the Herndon Community Center is on the lower end in regard to total operating hours. Both the fitness areas and the aquatics facilities are open a total of 99.5 hours per week, which is slightly less than the average of 101 hours per week. The facility keeps a minimum of 2 lap lanes open for lap swimming during all hours of operation. A summary of the facility’s hours of operation is provided in Exhibit 2.14. The entire facility closes for a week prior to Labor Day each year for routine maintenance and cleaning.

Day of Week	Rec Center Hours	Main Pool Hours
Monday - Thursday	6:00 am - 9:30 pm	6:00 am - 9:30 pm
Friday	5:00 am - 10:00 pm	5:00 am - 10:00 pm
Saturday - Sunday	7:00 am - 6:00 pm	7:00 am - 6:00 pm
Total Hours Per Week	99.5	99.5

Source: Facility website

**EXHIBIT 2.14: HOURS OF OPERATION**

*Membership*

The Herndon Community Center serves approximately of 1,500 members. The facility offers a variety of membership rates and packages that are differentiated by variables such as resident status, age, and membership duration. The current membership types are broken down as follows: 980 25-admission pass, 250 monthly, 100 6-month, and 170 annual. Non-residents

must pay a premium ranging anywhere from 5% to 69% more than the rates that residents pay. Youths/students are the least affected by the non-resident premium.

### ***Operating Information***

The largest sources of revenue for the facility are class registrations and daily admissions. The facility also receives revenue from rental fees for private events held in the meeting room. The rental rate for the meeting room is \$141. The facility has several established relationships with local organizations for aquatic rentals as well. Herndon High School rents the pool during the high school season and two summer league teams utilize the facility during the summer season. The facility has its own USA swim team, so it does not rent the pool to any other USA swim teams in the area.

### ***Staffing Model***

The administrative offices for Herndon's Department of Parks and Recreation are housed within the Herndon Community Center. The building operations team employs 8 full-time individuals, the aquatics division has 2 full-time employees, the recreation division has 5 full-time employees, and the administrative division has 4 full-time employees. There are over 100 part-time staff members employed by the facility. These part-time positions include instructors, life guards, swim team coaches, recreation assistants, custodians, and building supervisors.

### ***Cost Recovery***

While the specific levels of revenues and expenses for prior years are not available for the Herndon Community Center, B&D was informed that Herndon's Department of Parks and Recreation must currently recover 70% of the Community Center's expenses.

### ***Best Practices***

Interviews with Herndon Community Center personnel revealed that communication between all of the full-time and part-time staff members can be challenging. A clear organizational chart should be developed from the beginning with the intention to alleviate communication issues as the staff grows over time.





# SECTION 3

## Financial Analysis

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# FINANCIAL ANALYSIS

## INTRODUCTION

To understand the financial implications of developing a new indoor recreation center, Brailsford & Dunlavy (“B&D”) created a financial model to test different scenarios with respect to program, operating revenues, and expenses based on the results of the market study and current economic conditions.

The facility’s program, development budgets, revenue, and operating assumptions are inputs within the model, thereby allowing any changes in assumptions within one of these components to automatically force a corresponding adjustment throughout the model. B&D’s use of conservative assumptions throughout the analysis allows RCC to proceed with the knowledge that detail-related decisions can be made within the established financial parameters without compromising the project’s scope or quality.

The findings contained herein represent the professional opinions of B&D personnel based on assumptions and conditions detailed in this report. B&D conducted research using both primary and secondary information sources which are deemed to be reliable, but whose accuracy cannot be guaranteed. Due to variations in national and global economic and legal conditions, actual project costs, revenues and demand projections may vary and these variations could be substantial.

B&D developed two scenarios of the financial model that correspond with the proposed facility options. The following information describes in detail the major assumptions associated with each scenario. The assumptions, with respect to revenues, expenses, and debt service correspond to the building scope. The detailed financial model can be found in Appendix C of this report.

## PROGRAM

B&D developed an outline program that reflects the findings of the market analysis, and input from the community. The outline program is a list of all elements that would be incorporated into the proposed new facility which include recreation spaces, specialized activity spaces, community spaces, administrative spaces, and support spaces. Three programs were developed to reflect different opportunities and options available that need to be evaluated as the project moves forward. These two options provide an order of magnitude as it relates to overall size and costs that are essential in making decisions related to project economics, site needs, and partnership opportunities.

### Option A: 52,200sf

- 25YD Competition Pool (with diving well)
- Weight and Fitness Space
- Two -Group Fitness Rooms
- One Multi-Activity Court (Gymnasium)
- One Multi-Purpose Room (Meeting room)

### Option B: 84,900sf

- 50M Competition Pool (with diving well)
- Weight and Fitness Space
- Two -Group Fitness Rooms
- Two Multi-Activity Courts (Gymnasium)
- Two Multi-Purpose Rooms (Meeting rooms)

## INCOME

Revenues from a facility of this type are typically derived from several sources which correlate to the scope and capacity of the program elements within the facility. Typical revenue opportunities include user fees, program fees (i.e., aquatics and fitness), facility rentals, and other associated opportunities (i.e., locker rental, retail, etc.). B&D's model examines the revenue opportunities associated with the two program scenarios to provide an order of magnitude for each option.

### *User Fees*

A significant revenue source for recreation facilities is captured through a menu of admission opportunities. Admission types can be structured in a number of ways to meet the specific demands of the community by providing maximum flexibility and opportunities for participation from different demographic and market segments. To maintain flexibility, B&D developed two types of access passes. The first is consistent with how RCC currently operates; in which citizens can purchase a swim-only pass or daily admission pass. B&D also included a facility pass, where users can purchase either a 20-visit, 3-month, or annual pass that will provide access to the entire facility. It is assumed that these individuals will have access to an inventory of fitness classes as part of this fee.

- Daily Admission – Allows user to access the facility on a daily basis providing individuals the opportunity to participate in a specific program element without committing to a long-term contract.
- 20-Visit Admission – Provides users access to the facility anytime during a given period of time, and is typically discounted slightly based on daily admission rates.
- Year Pass – Provides general access to facility on a yearly basis.
- Three-Month Pass – Provides general access to facility on a three month basis.

B&D estimated the number of users based on two key factors: overall facility capacity and market data. Overall capacity is determined by examining each facility component and its ability to support a maximum number of users at one time. For instance, weight and fitness is able to support one user per 45 square feet of space. In 5,000 square feet of space, this program is capable of supporting 111 users at one time. A similar analysis was conducted for each program element to determine the maximum participants at one time. Further, B&D assumes each activity will have a specific duration and preferred time during a certain period of the day. Using this information, B&D was able to determine an estimated user capacity. Using market

data, B&D was able to confirm that these estimates were consistent with demographic data. B&D is assuming an equal distribution of swim passes and facility passes.

Within each of the categories, B&D further differentiated opportunities based on the following market segments: adult, youth, senior, family, family dependent, two adults, and senior couple. Pricing for each of these levels was determined by a thorough examination of rates currently being assessed by similar facilities in the region, and existing rates assessed by RCC. B&D developed three rate scenarios to provide context to determine an appropriate pricing strategy considering two important outcomes: overall financial performance and philosophy with respect to access. The base rate was calculated using existing price structures within RCC. The market rate is an average rate that is currently being charged by regional facilities including all Fairfax County recreation facilities and the Freedom Aquatic Center. The moderate rate is a blend of low and market rates. Understanding that there would be demand from non-Reston residents, B&D model assumes that 5% of users would be non-residents. Rates for non-residents would be 100% higher than resident rates for swim passes, and 45% for facility passes.

Rate Category	SWIM PASS			FACILITY PASS		
	Low Rate	Moderate Rate	Market Rate	Low Rate	Moderate Rate	Market Rate
<b>Daily Admission</b>						
Adult	\$4.00	\$5.00	\$6.00	\$5.25	\$6.50	\$7.75
Youth/Student	\$2.50	\$3.50	\$4.50	\$3.50	\$4.50	\$5.50
Senior	\$2.50	\$3.50	\$4.50	\$3.50	\$4.50	\$5.50
<b>20 Swim Pass</b>						
Adult	\$65.00	\$80.00	\$95.00	\$81.25	\$97.50	\$120.00
Youth	\$45.00	\$60.00	\$75.00	\$56.25	\$70.00	\$85.00
Senior	\$45.00	\$60.00	\$75.00	\$56.25	\$70.00	\$85.00
<b>3 Months</b>						
Adult Single	\$110.00	\$132.00	\$154.00	\$137.50	\$165.00	\$200.00
Adult 2 Person	\$200.00	\$240.00	\$280.00	\$250.00	\$300.00	\$350.00
Dependent	\$50.00	\$60.00	\$70.00	\$62.50	\$75.00	\$90.00
Youth/Student	\$70.00	\$84.00	\$98.00	\$87.50	\$105.00	\$125.00
Senior Single	\$70.00	\$84.00	\$98.00	\$87.50	\$105.00	\$125.00
Senior 2 Person	\$130.00	\$156.00	\$182.00	\$162.50	\$195.00	\$230.00
Family	\$250.00	\$300.00	\$350.00	\$312.50	\$375.00	\$450.00
<b>Yearly</b>						
Adult Single	\$380.00	\$456.00	\$532.00	\$475.00	\$570.00	\$660.00
Adult 2 Person	\$700.00	\$840.00	\$980.00	\$875.00	\$1,050.00	\$1,040.00
Dependent	\$160.00	\$192.00	\$224.00	\$200.00	\$240.00	\$350.00
Youth/Student	\$190.00	\$228.00	\$266.00	\$237.50	\$285.00	\$375.00
Senior Single	\$190.00	\$228.00	\$266.00	\$237.50	\$285.00	\$375.00
Senior 2 Person	\$350.00	\$420.00	\$490.00	\$437.50	\$525.00	\$700.00
Family	\$800.00	\$960.00	\$1,120.00	\$1,000.00	\$1,200.00	\$1,300.00

EXHIBIT 3.1: RATE STRUCTURE

### *Aquatics*

The two program options include either a 25YD or 50M pool, each providing the potential to generate significant program revenue through its various functions. In order to estimate potential revenue, B&D examined the opportunities associated with the offering related to a comprehensive menu of programs, classes, and rentals currently being offered by RCC. Part of this exercise involved examining each class and current waitlist to develop revenue projections. It is anticipated that the competition pool will be able to generate revenue through “learn-to-swim” programs, rentals to local swim clubs, specialty classes, and other miscellaneous programs. It will also provide opportunities for additional “learn-to-swim” classes and general rentals. It was also clear from user group forums, that there is high demand for lane rentals during non-public hours.

### *Fitness*

Each program option includes varying levels of weight and fitness space and multipurpose rooms. B&D assumes that as a user, access to the weight and fitness area and certain classes will be covered by the respective user fees. The model assumes that a number of specialty classes will be offered and will require an additional fee based on the nature and complexity of the course. In addition, personal training sessions, which typically require an additional fee, will be offered. To maintain flexibility, the model assumes that individuals can participate in classes on a drop-in basis.

### *Other Revenue*

Based on the marketing paradigm, the facility will also have the capacity to derive revenue from other activities to include the following categories:

- Birthday parties
- Gymnasium (leagues and rentals)
- Locker Rentals
- Child Watch (short-term service)
- Retail Revenue
- Facility Rentals

*Operating Assumptions*

As a facility with various administrative and recreation spaces, the operating costs were calculated according to several expense categories that together represent the total operating costs for the facility. For this exercise the costs were divided into personnel costs and operating costs.

*Personnel Costs*

The personnel costs include the salaries and benefits for permanent facility staff and part-time workers. The cost assumptions provide for a staff that will maximize the patronage and programs and ensure the highest level of service to building users. As the plan is further developed there are efficiencies in staffing that could be accomplished with the existing structure in place.

<b>Administration</b>	<b>Administration</b>
<b>Position</b>	<b>Position</b>
General Manager	Control Desk Attendant
Assistant Manager (Business, Passes, etc)	Youth Programming
Assistant Manager (Community Outreach, Programming)	<b>Full Time Positions</b>
Front Desk/Member Service	
<b>Full Time Positions</b>	
<b>Aquatics Operations</b>	<b>Aquatics Operations</b>
<b>Position</b>	<b>Position</b>
Aquatics Operations Manager	Head Lifeguards
Assistant Aquatics Operations Manager	Lifeguards - Competition Pools
Building Operations Supervisor/Aquatics Engineer	<b>Full Time Positions</b>
Aquatic Programs Manager	
<b>Full Time Positions</b>	
<b>Fitness</b>	<b>Fitness</b>
<b>Position</b>	<b>Position</b>
Fitness Manager	Fitness Attendant
<b>Full Time Positions</b>	<b>Full Time Positions</b>

**EXHIBIT 3.2: F/T AND P/T POSITIONS**



### *Operating Expenses*

Operating costs were calculated on a square foot basis and applied to all portions of the facility. The applied square foot costs were based on benchmarking data and B&D's experience with recreation facilities.

### *Project Costs*

B&D developed a preliminary project budget for each program scenario. The building was programmed with four major components; aquatics, gymnasium, specialized activities, and support spaces. Within each of those components is a list of specific spaces. A detailed list of spaces can be found in Appendix C.

The total project costs are estimated to be approximately \$20 million for Option A and \$33 million for Option B. This assumes the building is constructed and opened within a two-year window. The scenario does not include site acquisition estimates which will be dependent on site location and relationship with each entity. The total project cost is based on a series of preliminary estimates and assumptions with respect to construction costs and associated soft costs (i.e. architectural fees, furniture, fixtures, and equipment, start-up expenses, contingency, etc.). A detailed capital budget can be found in Appendix C. The project also includes parking costs, which can vary dramatically depending on structure. For this exercise, B&D assumed surface parking estimated at \$3,000 a space, compared to structure parking estimated to be \$20,000 a space. The model also assumes that the facility will be 100% debt financed over a 20-year period at 5.5% with no upfront project equity.

*Project Economics*

In B&D’s experience, most of the successful recreation public facilities are able to cover 80-90% of operating costs with the remaining expenses subsidized by various public monies. In the case of Fairfax County, all of the recreation facilities operate at break-even or better. The ability to assess fees close to rates of these public facilities and generate revenue through a comprehensive menu of programs provides the opportunity to achieve financial stability. The following chart represents the cost recovery for each option based on preferred rate structure assuming a four-year ramp up period. Based on these parameters, each scenario is able to cover between 60% and 81% of operating expenses in year 4 (stabilized year).

OPTION A:

Cost Recovery Percentage	Low	Moderate	Market
Year 1	54%	61%	68%
Year 2	56%	64%	71%
Year 3	58%	65%	73%
Year 4	60%	67%	75%
Year 5	60%	67%	75%
Year 6	60%	68%	75%
Year 7	61%	68%	76%
Year 8	61%	69%	76%
Year 9	61%	69%	77%
Year 10	62%	70%	77%

OPTION B:

Cost Recovery Percentage	Low	Moderate	Market
Year 1	59%	67%	74%
Year 2	61%	69%	77%
Year 3	63%	71%	79%
Year 4	64%	72%	81%
Year 5	65%	73%	81%
Year 6	65%	73%	81%
Year 7	65%	74%	82%
Year 8	66%	74%	83%
Year 9	66%	75%	83%
Year 10	67%	75%	84%

**EXHIBIT 3.2: F/T AND P/T POSITION**

# APPENDIX A

## Competitive Context

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**Reston Community Center**  
**Competitive Context**  
*Membership Rates*

<b>Rate Category</b>	<b>Fairfax County</b>	<b>Ida Lee</b>	<b>Claude Moore</b>	<b>Freedom Aquatic</b>	<b>Herndon</b>	<b>Average</b>
<b>Resident Rates</b>						
<b>Daily Admission</b>						
Adult	\$8.00	\$5.50	\$5.50	\$8.00	\$6.50	\$6.70
Youth/Student	\$6.50	\$4.00	\$3.75	\$5.00	\$5.25	\$4.90
Child	\$0.00	\$0.00	\$0.00	-	-	\$0.00
Senior	\$6.50	\$4.00	\$3.75	\$5.00	\$5.25	\$4.90
Family	\$16.00	-	-	\$15.00	-	\$15.50
<b>25-Admission Pass</b>						
Adult	-	\$121.00	\$120.00	-	\$130.00	\$123.67
Youth	-	\$93.00	\$85.00	-	\$96.25	\$91.42
Senior	-	\$93.00	\$85.00	-	\$98.50	\$92.17
<b>Monthly</b>						
Adult Single	\$74.00	\$52.00	\$46.00	\$70.00	\$52.50	\$58.90
Adult 2 Person	\$115.00	\$92.00	\$71.00	-	\$82.00	\$90.00
Dependent	\$19.00	\$24.00	\$12.00	-	\$13.50	\$17.13
Youth/Student	\$69.00	\$41.00	\$34.00	\$51.00	\$47.25	\$48.45
Senior Single	\$69.00	\$41.00	\$34.00	\$51.00	\$36.75	\$46.35
Senior 2 Person	\$107.00	\$75.00	\$52.00	-	\$57.50	\$72.88
Senior/Non Senior	\$111.00	-	-	-	\$70.00	\$90.50
Family	\$137.00	\$115.00	\$84.00	-	-	\$112.00
<b>6 Months</b>						
Adult Single	\$367.00	\$236.00	-	\$321.00	\$261.75	\$296.44
Adult 2 Person	\$576.00	\$434.00	-	-	\$411.00	\$473.67
Dependent	\$91.00	\$107.00	-	-	\$65.00	\$87.67
Youth/Student	\$341.00	\$191.00	-	\$243.00	\$215.00	\$247.50
Senior Single	\$341.00	\$191.00	-	\$243.00	\$215.00	\$247.50
Senior 2 Person	\$535.00	\$354.00	-	-	\$338.00	\$409.00
Senior/Non Senior	\$556.00	-	-	-	\$350.25	\$453.13
Family	\$683.00	\$565.00	-	-	-	\$624.00
<b>Yearly</b>						
Adult Single	\$660.00	\$429.00	\$550.00	\$579.00	\$470.25	\$537.65
Adult 2 Person	\$1,037.00	\$803.00	\$850.00	-	\$739.00	\$857.25
Dependent	\$164.00	\$124.00	\$140.00	-	\$116.75	\$136.19
Youth/Student	\$613.00	\$349.00	\$400.00	\$441.00	\$329.25	\$426.45
Senior Single	\$613.00	\$349.00	\$400.00	\$441.00	\$329.25	\$426.45
Senior 2 Person	\$963.00	\$620.00	\$820.00	-	\$517.25	\$730.06
Senior/Non Senior	\$1,000.00	-	-	-	\$630.00	\$815.00
Family	\$1,231.00	\$1,035.00	\$1,000.00	-	-	\$1,088.67

**Reston Community Center**  
**Competitive Context**  
*Membership Rates*

<b>Rate Category</b>	<b>Fairfax County</b>	<b>Ida Lee</b>	<b>Claude Moore</b>	<b>Freedom Aquatic</b>	<b>Herndon</b>	<b>Average</b>
<b>Non-Resident Rates</b>						
<b>Daily Admission</b>						
Adult	\$10.50	\$7.50	\$8.25	-	\$7.50	\$8.44
Youth/Student	\$10.50	\$5.25	\$5.75	-	\$5.50	\$6.75
Child	\$0.00	\$0.00	\$0.00	-	-	\$0.00
Senior	\$10.50	\$5.25	\$5.75	-	\$6.25	\$6.94
Family	\$30.00	-	-	-	-	\$30.00
<b>25-Admission Pass</b>						
Adult	-	\$160.00	\$180.00	-	\$160.00	\$166.67
Youth	-	\$123.00	\$128.00	-	\$103.25	\$118.08
Senior	-	\$123.00	\$128.00	-	\$140.50	\$130.50
<b>Monthly</b>						
Adult Single	\$104.00	\$69.00	\$69.00	-	\$70.25	\$78.06
Adult 2 Person	\$164.00	\$122.00	\$107.00	-	\$109.25	\$125.56
Dependent	\$27.00	\$32.00	\$18.00	-	\$18.00	\$23.75
Youth/Student	\$105.00	\$54.00	\$50.00	-	\$50.00	\$64.75
Senior Single	\$105.00	\$54.00	\$50.00	-	\$62.00	\$67.75
Senior 2 Person	\$164.00	\$100.00	\$78.00	-	\$96.25	\$109.56
Senior/Non Senior	\$164.00	-	-	-	\$100.00	\$132.00
Family	\$195.50	\$153.00	\$125.00	-	-	\$157.83
<b>6 Months</b>						
Adult Single	\$524.00	\$314.00	-	-	\$349.00	\$395.67
Adult 2 Person	\$823.00	\$578.00	-	-	\$548.00	\$649.67
Dependent	\$130.00	\$142.00	-	-	\$86.50	\$119.50
Youth/Student	\$525.00	\$254.00	-	-	\$307.00	\$362.00
Senior Single	\$525.00	\$254.00	-	-	\$307.00	\$362.00
Senior 2 Person	\$825.00	\$472.00	-	-	\$481.50	\$592.83
Senior/Non Senior	\$825.00	-	-	-	\$500.50	\$662.75
Family	\$975.00	\$753.00	-	-	-	\$864.00
<b>Yearly</b>						
Adult Single	\$943.00	\$571.00	\$825.00	-	\$627.00	\$741.50
Adult 2 Person	\$1,482.00	\$1,070.00	\$1,020.00	-	\$985.25	\$1,139.31
Dependent	\$234.00	\$165.00	\$210.00	-	\$155.75	\$191.19
Youth/Student	\$943.00	\$465.00	\$600.00	-	\$551.75	\$639.94
Senior Single	\$943.00	\$465.00	\$600.00	-	\$551.75	\$639.94
Senior 2 Person	\$1,482.00	\$826.00	\$930.00	-	\$866.75	\$1,026.19
Senior/Non Senior	\$1,482.00	-	-	-	\$900.00	\$1,191.00
Family	\$1,759.00	\$1,379.00	\$1,500.00	-	-	\$1,546.00

**Reston Community Center**  
**Competitive Context**  
*Membership Rates*

<b>Rate Category</b>	<b>Fairfax County</b>	<b>Ida Lee</b>	<b>Claude Moore</b>	<b>Freedom Aquatic</b>	<b>Herndon</b>	<b>Average</b>
<b>Non-Resident Rate Premium</b>						
<b>Daily Admission</b>						
Adult	31%	36%	50%	-	15%	26%
Youth/Student	62%	31%	53%	-	5%	38%
Child	-	-	-	-	-	-
Senior	62%	31%	53%	-	19%	42%
Family	88%	-	-	-	-	94%
<b>25-Admission Pass</b>						
Adult	-	32%	50%	-	23%	35%
Youth	-	32%	51%	-	7%	29%
Senior	-	32%	51%	-	43%	42%
<b>Monthly</b>						
Adult Single	41%	33%	50%	-	34%	33%
Adult 2 Person	43%	33%	51%	-	33%	40%
Dependent	42%	33%	50%	-	33%	39%
Youth/Student	52%	32%	47%	-	6%	34%
Senior Single	52%	32%	47%	-	69%	46%
Senior 2 Person	53%	33%	50%	-	67%	50%
Senior/Non Senior	48%	-	-	-	43%	46%
Family	43%	33%	49%	-	-	41%
<b>6 Months</b>						
Adult Single	43%	33%	-	-	33%	33%
Adult 2 Person	43%	33%	-	-	33%	37%
Dependent	43%	33%	-	-	33%	36%
Youth/Student	54%	33%	-	-	43%	46%
Senior Single	54%	33%	-	-	43%	46%
Senior 2 Person	54%	33%	-	-	42%	45%
Senior/Non Senior	48%	-	-	-	43%	46%
Family	43%	33%	-	-	-	38%
<b>Yearly</b>						
Adult Single	43%	33%	50%	-	33%	38%
Adult 2 Person	43%	33%	20%	-	33%	33%
Dependent	43%	33%	50%	-	33%	40%
Youth/Student	54%	33%	50%	-	68%	50%
Senior Single	54%	33%	50%	-	68%	50%
Senior 2 Person	54%	33%	13%	-	68%	41%
Senior/Non Senior	48%	-	-	-	43%	46%
Family	43%	33%	50%	-	-	42%

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# APPENDIX B

## Demographic Data

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# COMPLETE PROFILE

2000-2010 Census, 2012 Estimates with 2017 Projections

Calculated using In/Out Places

Craig

Lat/Lon: 38.9594/-77.3546

RFULL9

Reston, VA		Reston
<b>Population</b>		
Estimated Population (2012)	60,621	
Projected Population (2017)	65,486	
Forecasted Population (2022)	65,685	
Census Population (2010)	58,404	
Census Population (2000)	54,489	
Projected Annual Growth (2012-2017)	4,865	1.6%
Historical Annual Growth (2010-2012)	2,217	1.9%
Historical Annual Growth (2000-2010)	3,915	0.7%
Estimated Population Density (2012)	3,871	psm
Trade Area Size	15.7	sq mi
<b>Households</b>		
Estimated Households (2012)	26,177	
Projected Households (2017)	27,779	
Forecasted Households (2022)	27,847	
Census Households (2010)	25,385	
Census Households (2000)	22,623	
Projected Annual Growth (2012-2017)	1,602	1.2%
Historical Annual Change (2000-2012)	3,554	1.3%
<b>Average Household Income</b>		
Estimated Average Household Income (2012)	\$128,666	
Projected Average Household Income (2017)	\$146,771	
Census Average Household Income (2010)	\$120,416	
Census Average Household Income (2000)	\$99,280	
Projected Annual Change (2012-2017)	\$18,105	2.8%
Historical Annual Change (2000-2012)	\$29,386	2.5%
<b>Median Household Income</b>		
Estimated Median Household Income (2012)	\$102,174	
Projected Median Household Income (2017)	\$118,275	
Census Median Household Income (2010)	\$98,509	
Census Median Household Income (2000)	\$79,325	
Projected Annual Change (2012-2017)	\$16,101	3.2%
Historical Annual Change (2000-2012)	\$22,849	2.4%
<b>Per Capita Income</b>		
Estimated Per Capita Income (2012)	\$56,412	
Projected Per Capita Income (2017)	\$63,027	
Census Per Capita Income (2010)	\$52,338	
Census Per Capita Income (2000)	\$41,222	
Projected Annual Change (2012-2017)	\$6,615	2.3%
Historical Annual Change (2000-2012)	\$15,190	3.1%
<b>Other Income</b>		
Estimated Median Disposable Income (2012)	\$78,475	
Projected Median Disposable Income (2017)	\$90,949	
Estimated Average Household Net Worth (2012)	\$931,175	

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# COMPLETE PROFILE

2000-2010 Census, 2012 Estimates with 2017 Projections

Calculated using In/Out Places

Craig

Lat/Lon: 38.9594/-77.3546

RFULL9

Reston, VA		Reston
<b>Household Income Distribution (2012)</b>		
HH Income \$200,000 or More	5,049	19.3%
HH Income \$150,000 to \$199,999	2,421	9.2%
HH Income \$125,000 to \$149,999	2,570	9.8%
HH Income \$100,000 to \$124,999	3,339	12.8%
HH Income \$75,000 to \$99,999	3,532	13.5%
HH Income \$50,000 to \$74,999	3,576	13.7%
HH Income \$35,000 to \$49,999	2,384	9.1%
HH Income \$25,000 to \$34,999	1,067	4.1%
HH Income \$15,000 to \$24,999	918	3.5%
HH Income \$10,000 to \$14,999	395	1.5%
HH Income Under \$10,000	926	3.5%
HH Income \$35,000 or More	22,871	87.4%
HH Income \$50,000 or More	20,487	78.3%
HH Income \$75,000 or More	16,911	64.6%
<b>Race and Ethnicity</b>		
Total Population (2012)	60,621	
White (2012)	40,549	66.9%
Black or African American (2012)	5,665	9.3%
American Indian or Alaska Native (2012)	216	0.4%
Asian (2012)	7,394	12.2%
Hawaiian or Pacific Islander (2012)	30	-
Other Race (2012)	709	1.2%
Two or More Races (2012)	6,058	10.0%
Not Hispanic or Latino Population (2012)	52,296	86.3%
Not Hispanic White	36,865	70.5%
Not Hispanic Black or African American	4,572	8.7%
Not Hispanic American Indian or Alaska Native	167	0.3%
Not Hispanic Asian	5,302	10.1%
Not Hispanic Hawaiian or Pacific Islander	29	0.1%
Not Hispanic Other Race	573	1.1%
Not Hispanic Two or More Races	4,788	9.2%
Hispanic or Latino Population (2012)	8,325	13.7%
Hispanic White	3,684	44.3%
Hispanic Black or African American	1,093	13.1%
Hispanic American Indian or Alaska Native	49	0.6%
Hispanic Asian	2,092	25.1%
Hispanic Hawaiian or Pacific Islander	1	-
Hispanic Other Race	136	1.6%
Hispanic Two or More Races	1,270	15.3%
Not Hispanic or Latino Population (2010)	50,981	87.3%
Hispanic or Latino Population (2010)	7,423	12.7%
Not Hispanic or Latino Population (2000)	48,810	89.6%
Hispanic or Latino Population (2000)	5,679	10.4%
Not Hispanic or Latino Population (2017)	54,884	83.8%
Hispanic or Latino Population (2017)	10,602	16.2%
Projected Annual Growth (2012-2017)	2,277	5.5%
Historical Annual Growth (2000-2010)	1,744	3.1%

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# COMPLETE PROFILE

2000-2010 Census, 2012 Estimates with 2017 Projections

Calculated using In/Out Places

Craig

Lat/Lon: 38.9594/-77.3546

RFULL9

Reston, VA		Reston	
<b>Total Age Distribution (2012)</b>			
Total Population		60,621	
Age Under 5 Years		4,191	6.9%
Age 5 to 9 Years		3,510	5.8%
Age 10 to 14 Years		3,113	5.1%
Age 15 to 19 Years		2,743	4.5%
Age 20 to 24 Years		2,826	4.7%
Age 25 to 29 Years		4,477	7.4%
Age 30 to 34 Years		5,554	9.2%
Age 35 to 39 Years		5,010	8.3%
Age 40 to 44 Years		4,588	7.6%
Age 45 to 49 Years		4,305	7.1%
Age 50 to 54 Years		4,368	7.2%
Age 55 to 59 Years		4,213	6.9%
Age 60 to 64 Years		4,044	6.7%
Age 65 to 69 Years		3,203	5.3%
Age 70 to 74 Years		1,934	3.2%
Age 75 to 79 Years		1,136	1.9%
Age 80 to 84 Years		721	1.2%
Age 85 Years or Over		687	1.1%
Median Age		37.9	
Age 19 Years or Less		13,557	22.4%
Age 20 to 64 Years		39,385	65.0%
Age 65 Years or Over		7,681	12.7%
<b>Female Age Distribution (2012)</b>			
Female Population		31,313	51.7%
Age Under 5 Years		2,086	6.7%
Age 5 to 9 Years		1,727	5.5%
Age 10 to 14 Years		1,570	5.0%
Age 15 to 19 Years		1,315	4.2%
Age 20 to 24 Years		1,433	4.6%
Age 25 to 29 Years		2,282	7.3%
Age 30 to 34 Years		2,843	9.1%
Age 35 to 39 Years		2,452	7.8%
Age 40 to 44 Years		2,279	7.3%
Age 45 to 49 Years		2,265	7.2%
Age 50 to 54 Years		2,317	7.4%
Age 55 to 59 Years		2,298	7.3%
Age 60 to 64 Years		2,223	7.1%
Age 65 to 69 Years		1,713	5.5%
Age 70 to 74 Years		1,005	3.2%
Age 75 to 79 Years		626	2.0%
Age 80 to 84 Years		438	1.4%
Age 85 Years or Over		444	1.4%
Female Median Age		38.9	
Age 19 Years or Less		6,698	21.4%
Age 20 to 64 Years		20,392	65.1%
Age 65 Years or Over		4,226	13.5%

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# COMPLETE PROFILE

2000-2010 Census, 2012 Estimates with 2017 Projections

Calculated using In/Out Places

Craig

Lat/Lon: 38.9594/-77.3546

RFULL9

## Reston, VA

Reston

### Male Age Distribution (2012)

Male Population	29,308	48.3%
Age Under 5 Years	2,105	7.2%
Age 5 to 9 Years	1,783	6.1%
Age 10 to 14 Years	1,543	5.3%
Age 15 to 19 Years	1,428	4.9%
Age 20 to 24 Years	1,393	4.8%
Age 25 to 29 Years	2,195	7.5%
Age 30 to 34 Years	2,711	9.3%
Age 35 to 39 Years	2,558	8.7%
Age 40 to 44 Years	2,309	7.9%
Age 45 to 49 Years	2,040	7.0%
Age 50 to 54 Years	2,051	7.0%
Age 55 to 59 Years	1,915	6.5%
Age 60 to 64 Years	1,821	6.2%
Age 65 to 69 Years	1,490	5.1%
Age 70 to 74 Years	929	3.2%
Age 75 to 79 Years	510	1.7%
Age 80 to 84 Years	283	1.0%
Age 85 Years or Over	243	0.8%
Male Median Age	36.9	
Age 19 Years or Less	6,859	23.4%
Age 20 to 64 Years	18,993	64.8%
Age 65 Years or Over	3,455	11.8%

### Males per 100 Females (2012)

Overall Comparison	94	
Age Under 5 Years	101	50.2%
Age 5 to 9 Years	103	50.8%
Age 10 to 14 Years	98	49.6%
Age 15 to 19 Years	109	52.1%
Age 20 to 24 Years	97	49.3%
Age 25 to 29 Years	96	49.0%
Age 30 to 34 Years	95	48.8%
Age 35 to 39 Years	104	51.1%
Age 40 to 44 Years	101	50.3%
Age 45 to 49 Years	90	47.4%
Age 50 to 54 Years	89	47.0%
Age 55 to 59 Years	83	45.5%
Age 60 to 64 Years	82	45.0%
Age 65 to 69 Years	87	46.5%
Age 70 to 74 Years	92	48.0%
Age 75 to 79 Years	81	44.9%
Age 80 to 84 Years	65	39.3%
Age 85 Years or Over	55	35.4%
Age 19 Years or Less	102	50.6%
Age 20 to 39 Years	98	49.6%
Age 40 to 64 Years	89	47.1%
Age 65 Years or Over	82	45.0%

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# COMPLETE PROFILE

2000-2010 Census, 2012 Estimates with 2017 Projections

Calculated using In/Out Places

Craig

Lat/Lon: 38.9594/-77.3546

RFULL9

Reston, VA		Reston
<b>Household Type (2012)</b>		
Total Households		26,177
Households with Children		6,812 26.0%
Average Household Size		2.3
Household Density per Square Mile		1,672
Population Family		43,240 71.3%
Population Non-Family		17,086 28.2%
Population Group Quarters		295 0.5%
Family Households		15,483 59.1%
Married Couple Households		12,703 82.0%
Other Family Households		2,780 18.0%
Family Households with Children		6,791 43.9%
Married Couple with Children		5,155 75.9%
Other Family Households with Children		1,636 24.1%
Family Households No Children		8,692 56.1%
Married Couple No Children		7,548 86.8%
Other Family Households No Children		1,144 13.2%
Non-Family Households		10,694 40.9%
Non-Family Households with Children		21 0.2%
Non-Family Households No Children		10,673 99.8%
Lone Person No Children		5,014 46.9%
2 or More Persons No Children		5,659 52.9%
Household Lone Male		2,171 43.3%
Household Lone Female		2,843 56.7%
Average Family Household Size		2.8
Average Family Income		\$156,545
Median Family Income		\$127,644
Average Non-Family Household Size		1.6
<b>Marital Status (2012)</b>		
Population Age 15 Years or Over		42,081
Never Married		14,378 34.2%
Currently Married		20,852 49.6%
Previously Married		6,851 16.3%
Separated		2,309 33.7%
Widowed		854 12.5%
Divorced		3,688 53.8%
<b>Educational Attainment (2012)</b>		
Adult Population Age 25 Years or Over		44,240
Elementary (Grade Level 0 to 8)		1,069 2.4%
Some High School (Grade Level 9 to 11)		2,383 5.4%
High School Graduate		4,525 10.2%
Some College		6,474 14.6%
Associate Degree Only		2,044 4.6%
Bachelor Degree Only		14,948 33.8%
Graduate Degree		12,797 28.9%
Any College (Some College or Higher)		36,263 82.0%
College Degree + (Bachelor Degree or Higher)		27,745 62.7%

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# COMPLETE PROFILE

2000-2010 Census, 2012 Estimates with 2017 Projections

Calculated using In/Out Places

Craig

Lat/Lon: 38.9594/-77.3546

RFULL9

Reston, VA		Reston
<b>Housing</b>		
Total Housing Units (2012)		26,970
Total Housing Units (2010)		26,634
Historical Annual Growth (2010-2012)		336 0.6%
Housing Units Occupied (2012)		26,177 97.1%
Housing Units Owner-Occupied		16,387 62.6%
Housing Units Renter-Occupied		9,790 37.4%
Housing Units Vacant (2012)		793 3.0%
<b>Household Size (2012)</b>		
Total Households		26,177
1 Person Households		8,727 33.3%
2 Person Households		8,917 34.1%
3 Person Households		3,877 14.8%
4 Person Households		2,858 10.9%
5 Person Households		1,083 4.1%
6 Person Households		437 1.7%
7 or More Person Households		278 1.1%
<b>Household Stability (2012)</b>		
Total Households		26,177
In Current Residence Less than 1 year		6,246 23.9%
In Current Residence 1 to 2 Years		6,931 26.5%
In Current Residence 3 to 5 Years		4,802 18.3%
In Current Residence 6 to 10 Years		3,294 12.6%
In Current Residence 10 Years or More		4,904 18.7%
Annual Residential Turnover		23.9%
In Current Residence More than 5 Years		31.3%
Median Years in Residence		3.0
<b>Household Vehicles (2012)</b>		
Households 0 Vehicles Available		1,429 5.5%
Households 1 Vehicle Available		11,030 42.1%
Households 2 Vehicles Available		10,261 39.2%
Households 3 or More Vehicles Available		3,458 13.2%
Total Vehicles Available		43,857
Average Vehicles per Household		1.7
Owner-Occupied Household Vehicles		30,272 69.0%
Average Vehicles per Owner-Occupied Household		1.8
Renter-Occupied Household Vehicles		13,585 31.0%
Average Vehicles per Renter-Occupied Household		1.4
<b>Travel Time (2010)</b>		
Worker Base Age 16 years or Over		32,069
Travel to Work in 14 Minutes or Less		7,169 22.4%
Travel to Work in 15 to 29 Minutes		10,132 31.6%
Travel to Work in 30 to 59 Minutes		9,270 28.9%
Travel to Work in 60 Minutes or More		3,769 11.8%
Work at Home		1,731 5.4%
Average Minutes Travel to Work		23.7

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# COMPLETE PROFILE

2000-2010 Census, 2012 Estimates with 2017 Projections

Calculated using In/Out Places

Craig

Lat/Lon: 38.9594/-77.3546

RFULL9

Reston, VA		Reston
<b>Transportation To Work (2010)</b>		
Worker Base Age 16 years or Over		32,069
Drive to Work Alone		24,724 77.1%
Drive to Work in Carpool		2,548 7.9%
Travel to Work by Public Transportation		1,880 5.9%
Drive to Work on Motorcycle		107 0.3%
Bicycle to Work		124 0.4%
Walk to Work		687 2.1%
Other Means		268 0.8%
Work at Home		1,731 5.4%
<b>Daytime Demographics (2012)</b>		
Total Businesses		2,991
Total Employees		47,332
Company Headquarter Businesses		73 2.4%
Company Headquarter Employees		6,403 13.5%
Employee Population per Business		15.8 to 1
Residential Population per Business		20.3 to 1
Adj. Daytime Demographics Age 16 Years or Over		62,595
<b>Labor Force</b>		
Labor Population Age 16 Years or Over (2012)		49,280
Labor Force Total Males (2012)		23,597 47.9%
Male Civilian Employed		18,292 77.5%
Male Civilian Unemployed		1,316 5.6%
Males in Armed Forces		187 0.8%
Males Not in Labor Force		3,802 16.1%
Labor Force Total Females (2012)		25,683 52.1%
Female Civilian Employed		15,495 60.3%
Female Civilian Unemployed		1,725 6.7%
Females in Armed Forces		43 0.2%
Females Not in Labor Force		8,420 32.8%
Unemployment Rate		6.2%
Labor Force Growth (2010-2012)		1,267 3.9%
Male Labor Force Growth (2010-2012)		1,033 6.0%
Female Labor Force Growth (2010-2012)		234 1.5%
<b>Occupation (2010)</b>		
Occupation Population Age 16 Years or Over		32,520
Occupation Total Males		17,259 53.1%
Occupation Total Females		15,261 46.9%
Management, Business, Financial Operations		8,741 26.9%
Professional, Related		11,036 33.9%
Service		3,651 11.2%
Sales, Office		6,318 19.4%
Farming, Fishing, Forestry		71 0.2%
Construction, Extraction, Maintenance		1,395 4.3%
Production, Transport, Material Moving		1,308 4.0%
White Collar Workers		80.2%
Blue Collar Workers		19.8%

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# COMPLETE PROFILE

2000-2010 Census, 2012 Estimates with 2017 Projections

Calculated using In/Out Places

Craig

Lat/Lon: 38.9594/-77.3546

RFULL9

Reston, VA		Reston
<b>Units In Structure (2010)</b>		
Total Units		25,385
1 Detached Unit		7,416 29.2%
1 Attached Unit		7,755 30.5%
2 Units		104 0.4%
3 to 4 Units		444 1.7%
5 to 9 Units		3,076 12.1%
10 to 19 Units		2,501 9.9%
20 to 49 Units		1,139 4.5%
50 or More Units		2,843 11.2%
Mobile Home or Trailer		85 0.3%
Other Structure		21 0.1%
<b>Homes Built By Year (2010)</b>		
Homes Built 2005 or later		1,528 6.0%
Homes Built 2000 to 2004		1,665 6.6%
Homes Built 1990 to 1999		4,034 15.9%
Homes Built 1980 to 1989		5,845 23.0%
Homes Built 1970 to 1979		7,409 29.2%
Homes Built 1960 to 1969		2,719 10.7%
Homes Built 1950 to 1959		1,012 4.0%
Homes Built 1940 to 1949		499 2.0%
Homes Built Before 1939		675 2.7%
Median Age of Homes		34.0 yrs
<b>Home Values (2010)</b>		
Owner Specified Housing Units		16,583
Home Values \$1,000,000 or More		676 4.1%
Home Values \$750,000 to \$999,999		1,266 7.6%
Home Values \$500,000 to \$749,999		3,569 21.5%
Home Values \$400,000 to \$499,999		2,615 15.8%
Home Values \$300,000 to \$399,999		3,493 21.1%
Home Values \$250,000 to \$299,999		1,384 8.3%
Home Values \$200,000 to \$249,999		1,441 8.7%
Home Values \$175,000 to \$199,999		466 2.8%
Home Values \$150,000 to \$174,999		431 2.6%
Home Values \$125,000 to \$149,999		297 1.8%
Home Values \$100,000 to \$124,999		352 2.1%
Home Values \$90,000 to \$99,999		57 0.3%
Home Values \$80,000 to \$89,999		62 0.4%
Home Values \$70,000 to \$79,999		73 0.4%
Home Values \$60,000 to \$69,999		47 0.3%
Home Values \$50,000 to \$59,999		51 0.3%
Home Values \$35,000 to \$49,999		49 0.3%
Home Values \$25,000 to \$34,999		88 0.5%
Home Values \$10,000 to \$24,999		125 0.8%
Home Values Under \$10,000		42 0.3%
Owner-Occupied Median Home Value		\$395,247
Renter-Occupied Median Rent		\$1,351

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# COMPLETE PROFILE

2000-2010 Census, 2012 Estimates with 2017 Projections

Calculated using In/Out Places

Craig

Lat/Lon: 38.9594/-77.3546

RFULL9

Reston, VA		Reston
<b>Total Annual Consumer Expenditure (2012)</b>		
Total Household Expenditure		\$2.20 B
Total Non-Retail Expenditure		\$1.28 B
Total Retail Expenditure		\$926 M
Apparel		\$107 M
Contributions		\$104 M
Education		\$66.8 M
Entertainment		\$125 M
Food and Beverages		\$317 M
Furnishings and Equipment		\$103 M
Gifts		\$69.4 M
Health Care		\$121 M
Household Operations		\$91.1 M
Miscellaneous Expenses		\$34.7 M
Personal Care		\$31.3 M
Personal Insurance		\$26.6 M
Reading		\$7.33 M
Shelter		\$433 M
Tobacco		\$10.8 M
Transportation		\$416 M
Utilities		\$138 M
<b>Monthly Household Consumer Expenditure (2012)</b>		
Total Household Expenditure		\$7,012
Total Non-Retail Expenditure		\$4,065 58.0%
Total Retail Expenditures		\$2,947 42.0%
Apparel		\$341 4.9%
Contributions		\$331 4.7%
Education		\$213 3.0%
Entertainment		\$399 5.7%
Food and Beverages		\$1,008 14.4%
Furnishings and Equipment		\$329 4.7%
Gifts		\$221 3.2%
Health Care		\$386 5.5%
Household Operations		\$290 4.1%
Miscellaneous Expenses		\$110 1.6%
Personal Care		\$100 1.4%
Personal Insurance		\$85 1.2%
Reading		\$23 0.3%
Shelter		\$1,379 19.7%
Tobacco		\$34 0.5%
Transportation		\$1,324 18.9%
Utilities		\$439 6.3%

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# COMPLETE PROFILE

2000-2010 Census, 2013 Estimates with 2018 Projections

Calculated using Proportional Block Groups

Craig Levin

Lat/Lon: 38.9369/-77.3636

RFULL9

2310 Colts Neck Rd	5 mi drive distance	10 mi drive distance
Reston, VA 20191		
<b>Population</b>		
Estimated Population (2013)	170,499	530,960
Projected Population (2018)	185,077	583,220
Census Population (2010)	164,658	510,019
Census Population (2000)	143,907	428,211
Projected Annual Growth (2013-2018)	14,578 1.7%	52,260 2.0%
Historical Annual Growth (2010-2013)	5,841 1.2%	20,941 1.4%
Historical Annual Growth (2000-2010)	20,751 1.4%	81,808 1.9%
Estimated Population Density (2013)	3,421 <i>psm</i>	2,869 <i>psm</i>
Trade Area Size	49.8 <i>sq mi</i>	185.1 <i>sq mi</i>
<b>Households</b>		
Estimated Households (2013)	63,411	193,320
Projected Households (2018)	67,584	208,394
Census Households (2010)	61,248	185,795
Census Households (2000)	51,390	155,037
Projected Annual Growth (2013-2018)	4,174 1.3%	15,074 1.6%
Historical Annual Change (2000-2013)	12,020 1.8%	38,283 1.9%
<b>Average Household Income</b>		
Estimated Average Household Income (2013)	\$142,912	\$142,772
Projected Average Household Income (2018)	\$148,763	\$148,751
Census Average Household Income (2010)	\$136,749	\$136,782
Census Average Household Income (2000)	\$111,140	\$108,540
Projected Annual Change (2013-2018)	\$5,850 0.8%	\$5,979 0.8%
Historical Annual Change (2000-2013)	\$31,772 2.2%	\$34,232 2.4%
<b>Median Household Income</b>		
Estimated Median Household Income (2013)	\$138,103	\$135,236
Projected Median Household Income (2018)	\$153,772	\$148,437
Census Median Household Income (2010)	\$120,427	\$117,475
Census Median Household Income (2000)	\$94,513	\$92,564
Projected Annual Change (2013-2018)	\$15,668 2.3%	\$13,202 2.0%
Historical Annual Change (2000-2013)	\$43,591 3.5%	\$42,672 3.5%
<b>Per Capita Income</b>		
Estimated Per Capita Income (2013)	\$53,202	\$52,236
Projected Per Capita Income (2018)	\$54,350	\$53,382
Census Per Capita Income (2010)	\$50,866	\$49,828
Census Per Capita Income (2000)	\$39,743	\$39,343
Projected Annual Change (2013-2018)	\$1,148 0.4%	\$1,146 0.4%
Historical Annual Change (2000-2013)	\$13,459 2.6%	\$12,893 2.5%
Estimated Average Household Net Worth (2013)	\$1,008,805	\$998,394

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# COMPLETE PROFILE

2000-2010 Census, 2013 Estimates with 2018 Projections

Calculated using Proportional Block Groups

Craig Levin

Lat/Lon: 38.9369/-77.3636

RFULL9

2310 Colts Neck Rd Reston, VA 20191	5 mi drive distance		10 mi drive distance	
<b>Race and Ethnicity</b>				
Total Population (2013)	170,499		530,960	
White (2013)	109,965	64.5%	340,540	64.1%
Black or African American (2013)	13,798	8.1%	36,023	6.8%
American Indian or Alaska Native (2013)	550	0.3%	1,567	0.3%
Asian (2013)	30,264	17.8%	103,398	19.5%
Hawaiian or Pacific Islander (2013)	73	-	337	0.1%
Other Race (2013)	9,155	5.4%	27,744	5.2%
Two or More Races (2013)	6,693	3.9%	21,349	4.0%
Population < 18 (2013)	42,484	24.9%	130,399	24.6%
White	24,793	58.4%	76,731	58.8%
Black or African American	3,632	8.5%	8,867	6.8%
American Indian or Alaska Native	205	0.5%	493	0.4%
Asian	8,125	19.1%	26,409	20.3%
Hawaiian and Pacific Islander	16	-	60	-
Other Race	5,714	13.5%	17,839	13.7%
Hispanic Population < 18 (2013)	6,800	4.0%	19,976	3.8%
Not Hispanic or Latino Population (2013)	146,630	86.0%	458,523	86.4%
Not Hispanic White	97,525	66.5%	302,573	66.0%
Not Hispanic Black or African American	13,303	9.1%	34,607	7.5%
Not Hispanic American Indian or Alaska Native	312	0.2%	841	0.2%
Not Hispanic Asian	30,080	20.5%	102,789	22.4%
Not Hispanic Hawaiian or Pacific Islander	64	-	299	0.1%
Not Hispanic Other Race	362	0.2%	1,215	0.3%
Not Hispanic Two or More Races	4,985	3.4%	16,199	3.5%
Hispanic or Latino Population (2013)	23,869	14.0%	72,437	13.6%
Hispanic White	12,441	52.1%	37,967	52.4%
Hispanic Black or African American	496	2.1%	1,416	2.0%
Hispanic American Indian or Alaska Native	239	1.0%	726	1.0%
Hispanic Asian	184	0.8%	609	0.8%
Hispanic Hawaiian or Pacific Islander	9	-	38	0.1%
Hispanic Other Race	8,793	36.8%	26,529	36.6%
Hispanic Two or More Races	1,708	7.2%	5,151	7.1%
Not Hispanic or Latino Population (2010)	142,258	86.4%	442,794	86.8%
Hispanic or Latino Population (2010)	22,400	13.6%	67,226	13.2%
Not Hispanic or Latino Population (2000)	128,691	89.4%	390,598	91.2%
Hispanic or Latino Population (2000)	15,216	10.6%	37,613	8.8%
Not Hispanic or Latino Population (2018)	157,546	85.1%	497,754	85.3%
Hispanic or Latino Population (2018)	27,530	14.9%	85,466	14.7%
Projected Annual Growth (2013-2018)	3,661	3.1%	13,029	3.6%
Historical Annual Growth (2000-2010)	7,184	4.7%	29,613	7.9%

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2310 Colts Neck Rd Reston, VA 20191	5 mi drive distance		10 mi drive distance	
<b>Total Age Distribution (2013)</b>				
Total Population	170,499		530,960	
Age Under 5 Years	12,413	7.3%	36,793	6.9%
Age 5 to 9 Years	11,759	6.9%	36,336	6.8%
Age 10 to 14 Years	11,322	6.6%	35,372	6.7%
Age 15 to 19 Years	9,972	5.8%	33,582	6.3%
Age 20 to 24 Years	8,067	4.7%	29,829	5.6%
Age 25 to 29 Years	12,324	7.2%	38,867	7.3%
Age 30 to 34 Years	14,490	8.5%	41,696	7.9%
Age 35 to 39 Years	13,292	7.8%	40,282	7.6%
Age 40 to 44 Years	13,345	7.8%	41,405	7.8%
Age 45 to 49 Years	13,392	7.9%	42,230	8.0%
Age 50 to 54 Years	13,237	7.8%	40,891	7.7%
Age 55 to 59 Years	11,726	6.9%	34,430	6.5%
Age 60 to 64 Years	9,977	5.9%	28,856	5.4%
Age 65 to 69 Years	6,613	3.9%	19,654	3.7%
Age 70 to 74 Years	3,789	2.2%	12,329	2.3%
Age 75 to 79 Years	2,143	1.3%	7,725	1.5%
Age 80 to 84 Years	1,370	0.8%	5,330	1.0%
Age 85 Years or Over	1,269	0.7%	5,356	1.0%
Median Age	37.3		36.9	
Age 19 Years or Less	45,467	26.7%	142,082	26.8%
Age 20 to 64 Years	109,849	64.4%	338,484	63.7%
Age 65 Years or Over	15,183	8.9%	50,394	9.5%
<b>Female Age Distribution (2013)</b>				
Female Population	85,297	50.0%	266,239	50.1%
Age Under 5 Years	6,132	7.2%	17,966	6.7%
Age 5 to 9 Years	5,736	6.7%	17,729	6.7%
Age 10 to 14 Years	5,520	6.5%	17,246	6.5%
Age 15 to 19 Years	4,704	5.5%	16,035	6.0%
Age 20 to 24 Years	3,929	4.6%	14,500	5.4%
Age 25 to 29 Years	6,205	7.3%	19,120	7.2%
Age 30 to 34 Years	7,191	8.4%	20,789	7.8%
Age 35 to 39 Years	6,422	7.5%	20,091	7.5%
Age 40 to 44 Years	6,647	7.8%	20,878	7.8%
Age 45 to 49 Years	6,818	8.0%	21,488	8.1%
Age 50 to 54 Years	6,805	8.0%	20,820	7.8%
Age 55 to 59 Years	6,042	7.1%	17,658	6.6%
Age 60 to 64 Years	5,167	6.1%	14,829	5.6%
Age 65 to 69 Years	3,337	3.9%	10,151	3.8%
Age 70 to 74 Years	1,901	2.2%	6,322	2.4%
Age 75 to 79 Years	1,132	1.3%	4,088	1.5%
Age 80 to 84 Years	789	0.9%	3,050	1.1%
Age 85 Years or Over	819	1.0%	3,481	1.3%
Female Median Age	37.9		37.6	
Age 19 Years or Less	22,092	25.9%	68,975	25.9%
Age 20 to 64 Years	55,226	64.7%	170,172	63.9%
Age 65 Years or Over	7,978	9.4%	27,093	10.2%

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# COMPLETE PROFILE

2000-2010 Census, 2013 Estimates with 2018 Projections

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2310 Colts Neck Rd Reston, VA 20191	5 mi drive distance		10 mi drive distance	
<b>Male Age Distribution (2013)</b>				
Male Population	85,202	50.0%	264,721	49.9%
Age Under 5 Years	6,281	7.4%	18,827	7.1%
Age 5 to 9 Years	6,023	7.1%	18,607	7.0%
Age 10 to 14 Years	5,802	6.8%	18,126	6.8%
Age 15 to 19 Years	5,268	6.2%	17,547	6.6%
Age 20 to 24 Years	4,138	4.9%	15,329	5.8%
Age 25 to 29 Years	6,119	7.2%	19,747	7.5%
Age 30 to 34 Years	7,298	8.6%	20,907	7.9%
Age 35 to 39 Years	6,870	8.1%	20,191	7.6%
Age 40 to 44 Years	6,698	7.9%	20,527	7.8%
Age 45 to 49 Years	6,573	7.7%	20,742	7.8%
Age 50 to 54 Years	6,432	7.5%	20,071	7.6%
Age 55 to 59 Years	5,684	6.7%	16,772	6.3%
Age 60 to 64 Years	4,810	5.6%	14,027	5.3%
Age 65 to 69 Years	3,276	3.8%	9,503	3.6%
Age 70 to 74 Years	1,887	2.2%	6,007	2.3%
Age 75 to 79 Years	1,011	1.2%	3,636	1.4%
Age 80 to 84 Years	581	0.7%	2,280	0.9%
Age 85 Years or Over	449	0.5%	1,875	0.7%
Male Median Age	36.8		36.3	
Age 19 Years or Less	23,374	27.4%	73,107	27.6%
Age 20 to 64 Years	54,623	64.1%	168,312	63.6%
Age 65 Years or Over	7,205	8.5%	23,302	8.8%
<b>Males per 100 Females (2013)</b>				
Overall Comparison	100		99	
Age Under 5 Years	102	50.6%	105	51.2%
Age 5 to 9 Years	105	51.2%	105	51.2%
Age 10 to 14 Years	105	51.2%	105	51.2%
Age 15 to 19 Years	112	52.8%	109	52.3%
Age 20 to 24 Years	105	51.3%	106	51.4%
Age 25 to 29 Years	99	49.7%	103	50.8%
Age 30 to 34 Years	101	50.4%	101	50.1%
Age 35 to 39 Years	107	51.7%	101	50.1%
Age 40 to 44 Years	101	50.2%	98	49.6%
Age 45 to 49 Years	96	49.1%	97	49.1%
Age 50 to 54 Years	95	48.6%	96	49.1%
Age 55 to 59 Years	94	48.5%	95	48.7%
Age 60 to 64 Years	93	48.2%	95	48.6%
Age 65 to 69 Years	98	49.5%	94	48.4%
Age 70 to 74 Years	99	49.8%	95	48.7%
Age 75 to 79 Years	89	47.2%	89	47.1%
Age 80 to 84 Years	74	42.4%	75	42.8%
Age 85 Years or Over	55	35.4%	54	35.0%
Age 19 Years or Less	106	51.4%	106	51.5%
Age 20 to 39 Years	103	50.7%	102	50.6%
Age 40 to 64 Years	96	49.0%	96	49.1%
Age 65 Years or Over	90	47.5%	86	46.2%

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2310 Colts Neck Rd Reston, VA 20191	5 mi drive distance		10 mi drive distance	
<b>Household Type (2013)</b>				
Total Households	63,411		193,320	
Households with Children	23,714	37.4%	72,357	37.4%
Average Household Size	2.7		2.7	
Household Density per Square Mile	1,272		1,044	
Population Family	140,498	82.4%	434,549	81.8%
Population Non-Family	29,701	17.4%	91,347	17.2%
Population Group Quarters	300	0.2%	5,063	1.0%
Family Households	44,205	69.7%	135,600	70.1%
Married Couple Households	36,950	83.6%	112,527	83.0%
Other Family Households	7,255	16.4%	23,073	17.0%
Family Households with Children	23,556	53.3%	71,942	53.1%
Married Couple with Children	19,070	81.0%	58,737	81.6%
Other Family Households with Children	4,486	19.0%	13,205	18.4%
Family Households No Children	20,649	46.7%	63,658	46.9%
Married Couple No Children	17,880	86.6%	53,790	84.5%
Other Family Households No Children	2,769	13.4%	9,868	15.5%
Non-Family Households	19,206	30.3%	57,720	29.9%
Non-Family Households with Children	158	0.8%	415	0.7%
Non-Family Households No Children	19,048	99.2%	57,305	99.3%
Lone Person No Children	-	-	-	-
2 or More Persons No Children	19,048	99.2%	57,305	99.3%
Household Lone Male	-	-	-	-
Household Lone Female	-	-	-	-
Average Family Household Size	3.2		3.2	
Average Family Income	\$164,975		\$164,630	
Median Family Income	\$168,646		\$162,600	
Average Non-Family Household Size	1.5		1.6	
<b>Marital Status (2013)</b>				
Population Age 15 Years or Over	135,005		422,460	
Never Married	43,233	32.0%	142,998	33.8%
Currently Married	78,354	58.0%	236,679	56.0%
Previously Married	13,418	9.9%	42,783	10.1%
Separated	2,816	21.0%	8,484	19.8%
Widowed	5,397	40.2%	17,315	40.5%
Divorced	5,205	38.8%	16,984	39.7%
<b>Educational Attainment (2013)</b>				
Adult Population Age 25 Years or Over	116,965		359,050	
Elementary (Grade Level 0 to 8)	3,520	3.0%	12,439	3.5%
Some High School (Grade Level 9 to 11)	4,886	4.2%	13,405	3.7%
High School Graduate	13,253	11.3%	47,062	13.1%
Some College	16,036	13.7%	51,823	14.4%
Associate Degree Only	5,813	5.0%	18,284	5.1%
Bachelor Degree Only	39,307	33.6%	117,360	32.7%
Graduate Degree	34,150	29.2%	98,677	27.5%
Any College (Some College or Higher)	95,307	81.5%	286,144	79.7%
College Degree + (Bachelor Degree or Higher)	73,457	62.8%	216,037	60.2%

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2310 Colts Neck Rd Reston, VA 20191	5 mi drive distance		10 mi drive distance	
<b>Housing</b>				
Total Housing Units (2013)	64,579		197,244	
Total Housing Units (2010)	63,669		193,662	
Historical Annual Growth (2010-2013)	910	0.5%	3,583	0.6%
Housing Units Occupied (2013)	63,411	98.2%	193,320	98.0%
Housing Units Owner-Occupied	43,659	68.9%	134,416	69.5%
Housing Units Renter-Occupied	19,751	31.1%	58,904	30.5%
Housing Units Vacant (2013)	1,168	1.8%	3,924	2.0%
<b>Household Size (2013)</b>				
Total Households	63,411		193,320	
1 Person Households	14,926	23.5%	43,786	22.6%
2 Person Households	19,928	31.4%	60,278	31.2%
3 Person Households	11,270	17.8%	34,697	17.9%
4 Person Households	10,314	16.3%	32,181	16.6%
5 Person Households	4,176	6.6%	13,554	7.0%
6 Person Households	1,613	2.5%	5,185	2.7%
7 or More Person Households	1,183	1.9%	3,639	1.9%
<b>Household Income Distribution (2013)</b>				
HH Income \$200,000 or More	18,469	29.1%	54,937	28.4%
HH Income \$150,000 to \$199,999	6,226	9.8%	18,461	9.5%
HH Income \$125,000 to \$149,999	5,294	8.3%	16,208	8.4%
HH Income \$100,000 to \$124,999	8,478	13.4%	24,407	12.6%
HH Income \$75,000 to \$99,999	7,504	11.8%	23,405	12.1%
HH Income \$50,000 to \$74,999	7,347	11.6%	24,330	12.6%
HH Income \$35,000 to \$49,999	4,742	7.5%	13,777	7.1%
HH Income \$25,000 to \$34,999	1,720	2.7%	6,229	3.2%
HH Income \$15,000 to \$24,999	1,686	2.7%	5,332	2.8%
HH Income \$10,000 to \$14,999	413	0.7%	1,299	0.7%
HH Income Under \$10,000	1,531	2.4%	4,935	2.6%
<b>Household Vehicles (2013)</b>				
Households 0 Vehicles Available	2,258	3.6%	6,033	3.1%
Households 1 Vehicle Available	20,712	32.7%	58,612	30.3%
Households 2 Vehicles Available	27,121	42.8%	85,664	44.3%
Households 3 or More Vehicles Available	13,320	21.0%	43,012	22.2%
Total Vehicles Available	120,714		378,030	
Average Vehicles per Household	1.9		2.0	
Owner-Occupied Household Vehicles	92,711	76.8%	287,499	76.1%
Average Vehicles per Owner-Occupied Household	2.1		2.1	
Renter-Occupied Household Vehicles	28,002	23.2%	90,531	23.9%
Average Vehicles per Renter-Occupied Household	1.4		1.5	
<b>Travel Time (2010)</b>				
Worker Base Age 16 years or Over	89,309		271,702	
Travel to Work in 14 Minutes or Less	18,963	21.2%	50,333	18.5%
Travel to Work in 15 to 29 Minutes	28,188	31.6%	83,220	30.6%
Travel to Work in 30 to 59 Minutes	26,756	30.0%	89,128	32.8%
Travel to Work in 60 Minutes or More	10,399	11.6%	34,411	12.7%
Work at Home	5,003	5.6%	14,610	5.4%
Average Minutes Travel to Work	24.9		26.9	

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2310 Colts Neck Rd Reston, VA 20191	5 mi drive distance	10 mi drive distance
<b>Transportation To Work (2010)</b>		
Worker Base Age 16 years or Over	89,309	271,702
Drive to Work Alone	69,121 77.4%	204,761 75.4%
Drive to Work in Carpool	7,380 8.3%	25,769 9.5%
Travel to Work by Public Transportation	4,809 5.4%	16,705 6.1%
Drive to Work on Motorcycle	134 0.1%	203 0.1%
Bicycle to Work	264 0.3%	765 0.3%
Walk to Work	1,807 2.0%	6,724 2.5%
Other Means	791 0.9%	2,165 0.8%
Work at Home	5,003 5.6%	14,610 5.4%
<b>Daytime Demographics (2013)</b>		
Total Businesses	6,806	25,719
Total Employees	102,339	382,635
Company Headquarter Businesses	148 2.2%	424 1.7%
Company Headquarter Employees	13,376 13.1%	53,334 13.9%
Employee Population per Business	15.0 to 1	14.9 to 1
Residential Population per Business	25.0 to 1	20.6 to 1
Adj. Daytime Demographics Age 16 Years or Over	137,433	498,686
<b>Labor Force</b>		
Labor Population Age 16 Years or Over (2013)	132,684	415,067
Labor Force Total Males (2013)	65,875 49.6%	205,342 49.5%
Male Civilian Employed	53,530 81.3%	160,768 78.3%
Male Civilian Unemployed	1,670 2.5%	6,281 3.1%
Males in Armed Forces	754 1.1%	2,225 1.1%
Males Not in Labor Force	9,922 15.1%	36,068 17.6%
Labor Force Total Females (2013)	66,808 50.4%	209,725 50.5%
Female Civilian Employed	43,149 64.6%	135,652 64.7%
Female Civilian Unemployed	2,116 3.2%	5,993 2.9%
Females in Armed Forces	156 0.2%	371 0.2%
Females Not in Labor Force	21,387 32.0%	67,708 32.3%
Unemployment Rate	2.9%	3.0%
Labor Force Growth (2010-2013)	7,197 8.0%	22,222 8.1%
Male Labor Force Growth (2010-2013)	5,100 10.5%	14,891 10.2%
Female Labor Force Growth (2010-2013)	2,097 5.1%	7,330 5.7%
<b>Occupation (2010)</b>		
Occupation Population Age 16 Years or Over	89,482	274,199
Occupation Total Males	48,430 54.1%	145,877 53.2%
Occupation Total Females	41,053 45.9%	128,322 46.8%
Management, Business, Financial Operations	22,917 25.6%	67,923 24.8%
Professional, Related	29,549 33.0%	88,382 32.2%
Service	10,582 11.8%	34,591 12.6%
Sales, Office	17,122 19.1%	54,454 19.9%
Farming, Fishing, Forestry	149 0.2%	453 0.2%
Construction, Extraction, Maintenance	4,308 4.8%	13,863 5.1%
Production, Transport, Material Moving	4,856 5.4%	14,533 5.3%
White Collar Workers	77.8%	76.9%
Blue Collar Workers	22.2%	23.1%

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2310 Colts Neck Rd	5 mi drive distance		10 mi drive distance	
Reston, VA 20191				
<b>Units In Structure (2010)</b>				
Total Units	61,248		185,795	
1 Detached Unit	27,633	45.1%	89,452	48.1%
1 Attached Unit	15,053	24.6%	44,986	24.2%
2 Units	205	0.3%	589	0.3%
3 to 4 Units	795	1.3%	2,175	1.2%
5 to 9 Units	4,161	6.8%	9,741	5.2%
10 to 19 Units	5,739	9.4%	17,358	9.3%
20 to 49 Units	2,890	4.7%	7,478	4.0%
50 or More Units	4,494	7.3%	12,591	6.8%
Mobile Home or Trailer	246	0.4%	1,382	0.7%
Other Structure	31	0.1%	42	-
<b>Homes Built By Year (2010)</b>				
Homes Built 2005 or later	4,545	7.4%	13,117	7.1%
Homes Built 2000 to 2004	5,398	8.8%	18,296	9.8%
Homes Built 1990 to 1999	11,883	19.4%	38,372	20.7%
Homes Built 1980 to 1989	15,218	24.8%	41,416	22.3%
Homes Built 1970 to 1979	13,996	22.9%	35,598	19.2%
Homes Built 1960 to 1969	4,876	8.0%	18,043	9.7%
Homes Built 1950 to 1959	2,434	4.0%	11,136	6.0%
Homes Built 1940 to 1949	1,136	1.9%	4,035	2.2%
Homes Built Before 1939	1,761	2.9%	5,783	3.1%
Median Age of Homes	31.7	yrs	32.3	yrs
<b>Home Values (2010)</b>				
Owner Specified Housing Units	42,160		129,117	
Home Values \$1,000,000 or More	2,243	5.3%	7,979	6.2%
Home Values \$750,000 to \$999,999	4,189	9.9%	12,281	9.5%
Home Values \$500,000 to \$749,999	10,982	26.0%	32,404	25.1%
Home Values \$400,000 to \$499,999	6,011	14.3%	19,122	14.8%
Home Values \$300,000 to \$399,999	7,437	17.6%	21,873	16.9%
Home Values \$250,000 to \$299,999	2,975	7.1%	9,769	7.6%
Home Values \$200,000 to \$249,999	2,876	6.8%	8,855	6.9%
Home Values \$175,000 to \$199,999	1,116	2.6%	3,186	2.5%
Home Values \$150,000 to \$174,999	1,175	2.8%	3,562	2.8%
Home Values \$125,000 to \$149,999	780	1.8%	2,328	1.8%
Home Values \$100,000 to \$124,999	770	1.8%	2,180	1.7%
Home Values \$90,000 to \$99,999	180	0.4%	671	0.5%
Home Values \$80,000 to \$89,999	220	0.5%	714	0.6%
Home Values \$70,000 to \$79,999	178	0.4%	587	0.5%
Home Values \$60,000 to \$69,999	124	0.3%	525	0.4%
Home Values \$50,000 to \$59,999	123	0.3%	501	0.4%
Home Values \$35,000 to \$49,999	171	0.4%	703	0.5%
Home Values \$25,000 to \$34,999	192	0.5%	506	0.4%
Home Values \$10,000 to \$24,999	273	0.6%	915	0.7%
Home Values Under \$10,000	144	0.3%	456	0.4%
Owner-Occupied Median Home Value	\$488,627		\$499,474	
Renter-Occupied Median Rent	\$1,366		\$1,422	

This report was produced using data from private and government sources deemed to be reliable. The information herein is provided without representation or warranty.

# COMPLETE PROFILE

2000-2010 Census, 2013 Estimates with 2018 Projections

Calculated using Proportional Block Groups

Craig Levin

Lat/Lon: 38.9369/-77.3636

RFULL9

2310 Colts Neck Rd Reston, VA 20191	5 mi drive distance	10 mi drive distance
<b>Total Annual Consumer Expenditure (2013)</b>		
Total Household Expenditure	\$5.78 B	\$17.7 B
Total Non-Retail Expenditure	\$3.34 B	\$10.2 B
Total Retail Expenditure	\$2.44 B	\$7.46 B
Apparel	\$281 M	\$858 M
Contributions	\$263 M	\$804 M
Education	\$168 M	\$510 M
Entertainment	\$328 M	\$1.00 B
Food and Beverages	\$839 M	\$2.57 B
Furnishings and Equipment	\$270 M	\$824 M
Gifts	\$176 M	\$536 M
Health Care	\$323 M	\$990 M
Household Operations	\$232 M	\$708 M
Miscellaneous Expenses	\$91.4 M	\$280 M
Personal Care	\$82.6 M	\$252 M
Personal Insurance	\$68.4 M	\$209 M
Reading	\$19.1 M	\$58.4 M
Shelter	\$1.14 B	\$3.48 B
Tobacco	\$30.3 M	\$93.1 M
Transportation	\$1.10 B	\$3.36 B
Utilities	\$370 M	\$1.13 B
<b>Monthly Household Consumer Expenditure (2013)</b>		
Total Household Expenditure	\$7,597	\$7,619
Total Non-Retail Expenditure	\$4,390 57.8%	\$4,403 57.8%
Total Retail Expenditures	\$3,207 42.2%	\$3,216 42.2%
Apparel	\$369 4.9%	\$370 4.9%
Contributions	\$346 4.6%	\$347 4.6%
Education	\$220 2.9%	\$220 2.9%
Entertainment	\$431 5.7%	\$432 5.7%
Food and Beverages	\$1,103 14.5%	\$1,107 14.5%
Furnishings and Equipment	\$355 4.7%	\$355 4.7%
Gifts	\$231 3.0%	\$231 3.0%
Health Care	\$425 5.6%	\$427 5.6%
Household Operations	\$305 4.0%	\$305 4.0%
Miscellaneous Expenses	\$120 1.6%	\$121 1.6%
Personal Care	\$109 1.4%	\$109 1.4%
Personal Insurance	\$90 1.2%	\$90 1.2%
Reading	\$25 0.3%	\$25 0.3%
Shelter	\$1,498 19.7%	\$1,502 19.7%
Tobacco	\$40 0.5%	\$40 0.5%
Transportation	\$1,444 19.0%	\$1,449 19.0%
Utilities	\$486 6.4%	\$489 6.4%

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# APPENDIX C

Financial Model – Option A

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**Reston Community Center**  
**Financial Model**  
 Project Assumptions

Facility Option **OPTION A**

Hours of Operation			
Facility	Operating Hours	Hours/Day	Total Hours
Monday-Friday	6am-9pm	15	75
Saturday	8am-8pm	12	12
Sunday	9am-7pm	10	10
		<b>Total</b>	<b>97</b>

Aquatics			
Facility	Operating Hours	Hours/Day	Total Hours
Monday-Friday	6am-9pm	15	75
Saturday	8am-6pm	10	10
Sunday	10am-6pm	8	8
		<b>Total</b>	<b>93</b>

Total Operating Weeks F/T	<b>52</b>
Total Operating Weeks P/T	<b>50</b>

Access Pass Assumptions		
Rate Structure		<b>Low</b>
<b>Admission Passes</b>		
Resident - Daily Admission		<b>95%</b>
Non-Reston - Daily Admission		<b>4%</b>
Non-County - Daily Admission		<b>1%</b>
Resident - User Pass		<b>95%</b>
Non-Reston - User Pass		<b>5%</b>
Non-County - User Pass		<b>0%</b>
Non-Reston Premium	<b>100%</b>	<b>45%</b>
Non-County Premium	<b>200%</b>	<b>65%</b>
Revenue Escalation		<b>103.65%</b>
<b>Capture Rate</b>		
Year 1		<b>85%</b>
Year 2		<b>90%</b>
Year 3		<b>95%</b>
Year 4 (Stabilization)		<b>100%</b>

Program Assumptions			
Program Elements	Base	Project Cost Base	
Competition Pool (50M)	0	Annual Debt Service	<b>\$20,357,500</b>
Competition Pool (25YD)	1	Interest Rate	<b>\$1,703,502</b>
Leisure Pool	0	Debt Term	<b>5.50%</b>
Weight & Fitness (SF)	5,000		<b>20</b>
Group Fitness Room 1 (SF)	2,500	Site Acquisition Costs	<b>\$0.00</b>
Group Fitness Room 2 (SF)	1,500	Parking	<b>Surface</b>
Multi-Activity Courts	1	Parking Spots	<b>200</b>
Multi-Purpose Meeting Room 1	1		
Multi-Purpose Meeting Room 2	0		
<b>Total Square Feet</b>	<b>52,182</b>		

Cost Revcovery			
Cost Recovery Percentage	Low	Moderate	Market
Year 1	<b>53%</b>	<b>59%</b>	<b>65%</b>
Year 2	<b>55%</b>	<b>61%</b>	<b>67%</b>
Year 3	<b>56%</b>	<b>62%</b>	<b>68%</b>
Year 4	<b>57%</b>	<b>63%</b>	<b>69%</b>
Year 5	<b>57%</b>	<b>63%</b>	<b>69%</b>
Year 6	<b>57%</b>	<b>63%</b>	<b>69%</b>
Year 7	<b>58%</b>	<b>64%</b>	<b>70%</b>
Year 8	<b>58%</b>	<b>64%</b>	<b>70%</b>
Year 9	<b>58%</b>	<b>64%</b>	<b>71%</b>
Year 10	<b>59%</b>	<b>65%</b>	<b>71%</b>

Operating Assumptions			
Aquatic Instructor Rate	<b>\$21.00</b>	Benefits % F/T	<b>32.0%</b>
Fitness Instructor Rate	<b>\$21.00</b>	Benefits % P/T	<b>12.0%</b>
Personal Trainer	<b>\$25.00</b>		
Expense Inflator	<b>103.0%</b>		
Personnel Inflator	<b>103.0%</b>		
Fee Waiver Credits as % of User Fees	<b>5.0%</b>		
Fee Waiver Credits as % of Aquatics	<b>0.0%</b>		

OPERATING PROFORMA										
Project Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Operating Revenue</b>										
Access Fees	\$434,000	\$450,000	\$467,000	\$484,000	\$502,000	\$520,000	\$539,000	\$559,000	\$579,000	\$600,000
Fee Waiver Access Fees	(\$22,000)	(\$23,000)	(\$23,000)	(\$24,000)	(\$25,000)	(\$26,000)	(\$27,000)	(\$28,000)	(\$29,000)	(\$30,000)
Revenue - Aquatics	\$147,000	\$180,620	\$198,000	\$216,000	\$224,000	\$232,000	\$240,000	\$249,000	\$258,000	\$267,000
Fee Waiver User Aquatics	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue - Fitness	\$27,000	\$28,000	\$29,000	\$30,000	\$31,000	\$32,000	\$33,000	\$34,000	\$35,000	\$36,000
Fee Waiver User Fitness	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$198,000	\$203,000	\$208,000	\$213,000	\$221,000	\$229,000	\$237,000	\$246,000	\$255,000	\$264,000
<b>Total Revenue</b>	<b>\$784,000</b>	<b>\$838,620</b>	<b>\$879,000</b>	<b>\$919,000</b>	<b>\$953,000</b>	<b>\$987,000</b>	<b>\$1,022,000</b>	<b>\$1,060,000</b>	<b>\$1,098,000</b>	<b>\$1,137,000</b>
<b>Operating Expense</b>										
Personnel Expenses - Admin	\$366,000	\$377,000	\$388,000	\$400,000	\$412,000	\$424,000	\$437,000	\$450,000	\$464,000	\$478,000
Personnel Expenses- Aquatics	\$474,000	\$488,000	\$503,000	\$518,000	\$534,000	\$550,000	\$567,000	\$584,000	\$602,000	\$620,000
Personnel Expenses- Fitness	\$147,000	\$151,000	\$156,000	\$161,000	\$166,000	\$171,000	\$176,000	\$181,000	\$186,000	\$192,000
Operating Expenses - Admin	\$170,000	\$175,000	\$180,000	\$185,000	\$191,000	\$197,000	\$203,000	\$209,000	\$215,000	\$221,000
Operating Expenses- Aquatics	\$183,000	\$189,000	\$195,000	\$200,000	\$206,000	\$212,000	\$218,000	\$225,000	\$232,000	\$239,000
Operating Expenses- Fitness	\$146,000	\$150,000	\$155,000	\$160,000	\$165,000	\$170,000	\$175,000	\$180,000	\$185,000	\$191,000
<b>Total Operating Expenses</b>	<b>\$1,486,000</b>	<b>\$1,530,000</b>	<b>\$1,577,000</b>	<b>\$1,624,000</b>	<b>\$1,674,000</b>	<b>\$1,724,000</b>	<b>\$1,776,000</b>	<b>\$1,829,000</b>	<b>\$1,884,000</b>	<b>\$1,941,000</b>
<i>Operating Expenses/SF</i>	<i>\$28.48</i>	<i>\$29.32</i>	<i>\$30.22</i>	<i>\$31.12</i>	<i>\$32.08</i>	<i>\$33.04</i>	<i>\$34.03</i>	<i>\$35.05</i>	<i>\$36.10</i>	<i>\$37.20</i>
<b>Net Operating Income</b>	<b>-\$702,000</b>	<b>-\$691,380</b>	<b>-\$698,000</b>	<b>-\$705,000</b>	<b>-\$721,000</b>	<b>-\$737,000</b>	<b>-\$754,000</b>	<b>-\$769,000</b>	<b>-\$786,000</b>	<b>-\$804,000</b>
<b>Operating Cost Recovery</b>	<b>53%</b>	<b>55%</b>	<b>56%</b>	<b>57%</b>	<b>57%</b>	<b>57%</b>	<b>58%</b>	<b>58%</b>	<b>58%</b>	<b>59%</b>
<b>Net Tax Support %</b>	<b>47%</b>	<b>45%</b>	<b>44%</b>	<b>43%</b>	<b>43%</b>	<b>43%</b>	<b>42%</b>	<b>42%</b>	<b>42%</b>	<b>41%</b>
<b>Non-operating Expense</b>										
Replacement Reserve	\$39,200	\$41,931	\$43,950	\$45,950	\$47,650	\$49,350	\$51,100	\$53,000	\$54,900	\$56,850
<b>Total Non-operating Expense</b>	<b>\$39,200</b>	<b>\$41,931</b>	<b>\$43,950</b>	<b>\$45,950</b>	<b>\$47,650</b>	<b>\$49,350</b>	<b>\$51,100</b>	<b>\$53,000</b>	<b>\$54,900</b>	<b>\$56,850</b>
<b>Cash Flow</b>	<b>-\$741,200</b>	<b>-\$733,311</b>	<b>-\$741,950</b>	<b>-\$750,950</b>	<b>-\$768,650</b>	<b>-\$786,350</b>	<b>-\$805,100</b>	<b>-\$822,000</b>	<b>-\$840,900</b>	<b>-\$860,850</b>
<b>Cumulative Replacement Reserve</b>	<b>\$39,200</b>	<b>\$81,131</b>	<b>\$125,081</b>	<b>\$171,031</b>	<b>\$218,681</b>	<b>\$268,031</b>	<b>\$319,131</b>	<b>\$372,131</b>	<b>\$427,031</b>	<b>\$483,881</b>



OPERATING PROFORMA										
Project Year	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
<b>Operating Revenue</b>										
Membership	\$622,000	\$645,000	\$669,000	\$693,000	\$718,000	\$744,000	\$771,000	\$799,000	\$828,000	\$858,000
Fee Reduction	(\$31,000)	(\$32,000)	(\$33,000)	(\$35,000)	(\$36,000)	(\$37,000)	(\$39,000)	(\$40,000)	(\$41,000)	(\$43,000)
Revenue - Aquatics	\$277,000	\$287,000	\$297,000	\$308,000	\$319,000	\$331,000	\$343,000	\$356,000	\$369,000	\$382,000
Fee Waiver User Aquatics	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue - Fitness	\$37,000	\$38,000	\$39,000	\$40,000	\$41,000	\$42,000	\$44,000	\$46,000	\$48,000	\$50,000
Fee Waiver User Fitness	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$274,000	\$284,000	\$294,000	\$305,000	\$316,000	\$328,000	\$340,000	\$352,000	\$365,000	\$378,000
<b>Total Revenue</b>	<b>\$1,179,000</b>	<b>\$1,222,000</b>	<b>\$1,266,000</b>	<b>\$1,311,000</b>	<b>\$1,358,000</b>	<b>\$1,408,000</b>	<b>\$1,459,000</b>	<b>\$1,513,000</b>	<b>\$1,569,000</b>	<b>\$1,625,000</b>
<b>Operating Expense</b>										
Personnel Expenses - Admin	\$492,000	\$507,000	\$522,000	\$538,000	\$554,000	\$571,000	\$588,000	\$606,000	\$624,000	\$643,000
Personnel Expenses- Aquatics	\$639,000	\$658,000	\$678,000	\$698,000	\$719,000	\$741,000	\$763,000	\$786,000	\$810,000	\$834,000
Personnel Expenses- Fitness	\$198,000	\$204,000	\$210,000	\$216,000	\$222,000	\$229,000	\$236,000	\$243,000	\$250,000	\$258,000
Operating Expenses - Admin	\$228,000	\$235,000	\$242,000	\$249,000	\$256,000	\$264,000	\$272,000	\$280,000	\$288,000	\$297,000
Operating Expenses- Aquatics	\$246,000	\$253,000	\$261,000	\$269,000	\$277,000	\$285,000	\$294,000	\$303,000	\$312,000	\$321,000
Operating Expenses- Fitness	\$197,000	\$203,000	\$209,000	\$215,000	\$221,000	\$228,000	\$235,000	\$242,000	\$249,000	\$256,000
<b>Total Operating Expenses</b>	<b>\$2,000,000</b>	<b>\$2,060,000</b>	<b>\$2,122,000</b>	<b>\$2,185,000</b>	<b>\$2,249,000</b>	<b>\$2,318,000</b>	<b>\$2,388,000</b>	<b>\$2,460,000</b>	<b>\$2,533,000</b>	<b>\$2,609,000</b>
<i>Operating Expenses/SF</i>	<i>\$38.33</i>	<i>\$39.48</i>	<i>\$40.67</i>	<i>\$41.87</i>	<i>\$43.10</i>	<i>\$44.42</i>	<i>\$45.76</i>	<i>\$47.14</i>	<i>\$48.54</i>	<i>\$50.00</i>
<b>Net Operating Income</b>	<b>-\$821,000</b>	<b>-\$838,000</b>	<b>-\$856,000</b>	<b>-\$874,000</b>	<b>-\$891,000</b>	<b>-\$910,000</b>	<b>-\$929,000</b>	<b>-\$947,000</b>	<b>-\$964,000</b>	<b>-\$984,000</b>
<b>Operating Cost Recovery</b>	<b>59%</b>	<b>59%</b>	<b>60%</b>	<b>60%</b>	<b>60%</b>	<b>61%</b>	<b>61%</b>	<b>62%</b>	<b>62%</b>	<b>62%</b>
<b>Net Tax Support %</b>	<b>41%</b>	<b>41%</b>	<b>40%</b>	<b>40%</b>	<b>40%</b>	<b>39%</b>	<b>39%</b>	<b>38%</b>	<b>38%</b>	<b>38%</b>
<b>Non-operating Expense</b>										
Replacement Reserve	\$58,950	\$61,100	\$63,300	\$63,500	\$67,900	\$70,400	\$72,950	\$75,650	\$78,450	\$81,250
<b>Total Non-operating Expense</b>	<b>\$58,950</b>	<b>\$61,100</b>	<b>\$63,300</b>	<b>\$63,500</b>	<b>\$67,900</b>	<b>\$70,400</b>	<b>\$72,950</b>	<b>\$75,650</b>	<b>\$78,450</b>	<b>\$81,250</b>
<b>Cash Flow</b>	<b>-\$879,950</b>	<b>-\$899,100</b>	<b>-\$919,300</b>	<b>-\$937,500</b>	<b>-\$958,900</b>	<b>-\$980,400</b>	<b>-\$1,001,950</b>	<b>-\$1,022,650</b>	<b>-\$1,042,450</b>	<b>-\$1,065,250</b>
<b>Cumulative Replacement Reserve</b>	<b>\$542,831</b>	<b>\$603,931</b>	<b>\$667,231</b>	<b>\$730,731</b>	<b>\$798,631</b>	<b>\$869,031</b>	<b>\$941,981</b>	<b>\$1,017,631</b>	<b>\$1,096,081</b>	<b>\$1,177,331</b>

OPERATING PROFORMA										
Project Year	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
<b>Operating Revenue</b>										
Membership	\$889,000	\$921,000	\$955,000	\$990,000	\$1,026,000	\$1,063,000	\$1,102,000	\$1,142,000	\$1,184,000	\$1,227,000
Fee Reduction	(\$44,000)	(\$46,000)	(\$48,000)	(\$50,000)	(\$51,000)	(\$53,000)	(\$55,000)	(\$57,000)	(\$59,000)	(\$61,000)
Revenue - Aquatics	\$396,000	\$410,000	\$425,000	\$441,000	\$457,000	\$474,000	\$491,000	\$509,000	\$528,000	\$547,000
Fee Waiver User Aquatics	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue - Fitness	\$52,000	\$54,000	\$56,000	\$58,000	\$60,000	\$62,000	\$64,000	\$66,000	\$68,000	\$70,000
Fee Waiver User Fitness	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$392,000	\$406,000	\$421,000	\$436,000	\$452,000	\$468,000	\$485,000	\$503,000	\$521,000	\$540,000
<b>Total Revenue</b>	<b>\$1,685,000</b>	<b>\$1,745,000</b>	<b>\$1,809,000</b>	<b>\$1,875,000</b>	<b>\$1,944,000</b>	<b>\$2,014,000</b>	<b>\$2,087,000</b>	<b>\$2,163,000</b>	<b>\$2,242,000</b>	<b>\$2,323,000</b>
<b>Operating Expense</b>										
Personnel Expenses - Admin	\$662,000	\$682,000	\$702,000	\$723,000	\$745,000	\$767,000	\$790,000	\$814,000	\$838,000	\$863,000
Personnel Expenses- Aquatics	\$859,000	\$885,000	\$912,000	\$939,000	\$967,000	\$996,000	\$1,026,000	\$1,057,000	\$1,089,000	\$1,122,000
Personnel Expenses- Fitness	\$266,000	\$274,000	\$282,000	\$290,000	\$299,000	\$308,000	\$317,000	\$327,000	\$337,000	\$347,000
Operating Expenses - Admin	\$306,000	\$315,000	\$324,000	\$334,000	\$344,000	\$354,000	\$365,000	\$376,000	\$387,000	\$399,000
Operating Expenses- Aquatics	\$331,000	\$341,000	\$351,000	\$362,000	\$373,000	\$384,000	\$396,000	\$408,000	\$420,000	\$433,000
Operating Expenses- Fitness	\$264,000	\$272,000	\$280,000	\$288,000	\$297,000	\$306,000	\$315,000	\$324,000	\$334,000	\$344,000
<b>Total Operating Expenses</b>	<b>\$2,688,000</b>	<b>\$2,769,000</b>	<b>\$2,851,000</b>	<b>\$2,936,000</b>	<b>\$3,025,000</b>	<b>\$3,115,000</b>	<b>\$3,209,000</b>	<b>\$3,306,000</b>	<b>\$3,405,000</b>	<b>\$3,508,000</b>
<i>Operating Expenses/SF</i>	<i>\$51.51</i>	<i>\$53.06</i>	<i>\$54.64</i>	<i>\$56.26</i>	<i>\$57.97</i>	<i>\$59.69</i>	<i>\$61.50</i>	<i>\$63.36</i>	<i>\$65.25</i>	<i>\$67.23</i>
<b>Net Operating Income</b>	<b>-\$1,003,000</b>	<b>-\$1,024,000</b>	<b>-\$1,042,000</b>	<b>-\$1,061,000</b>	<b>-\$1,081,000</b>	<b>-\$1,101,000</b>	<b>-\$1,122,000</b>	<b>-\$1,143,000</b>	<b>-\$1,163,000</b>	<b>-\$1,185,000</b>
<b>Operating Cost Recovery</b>	<b>63%</b>	<b>63%</b>	<b>63%</b>	<b>64%</b>	<b>64%</b>	<b>65%</b>	<b>65%</b>	<b>65%</b>	<b>66%</b>	<b>66%</b>
<b>Net Tax Support %</b>	<b>37%</b>	<b>37%</b>	<b>37%</b>	<b>36%</b>	<b>36%</b>	<b>35%</b>	<b>35%</b>	<b>35%</b>	<b>34%</b>	<b>34%</b>
<b>Non-operating Expense</b>										
Replacement Reserve	\$84,250	\$87,250	\$63,500	\$93,750	\$97,200	\$100,700	\$104,350	\$108,150	\$112,100	\$116,150
<b>Total Non-operating Expense</b>	<b>\$84,250</b>	<b>\$87,250</b>	<b>\$63,500</b>	<b>\$93,750</b>	<b>\$97,200</b>	<b>\$100,700</b>	<b>\$104,350</b>	<b>\$108,150</b>	<b>\$112,100</b>	<b>\$116,150</b>
<b>Cash Flow</b>	<b>-\$1,087,250</b>	<b>-\$1,111,250</b>	<b>-\$1,105,500</b>	<b>-\$1,154,750</b>	<b>-\$1,178,200</b>	<b>-\$1,201,700</b>	<b>-\$1,226,350</b>	<b>-\$1,251,150</b>	<b>-\$1,275,100</b>	<b>-\$1,301,150</b>
<b>Cumulative Replacement Reserve</b>	<b>\$1,261,581</b>	<b>\$1,348,831</b>	<b>\$1,412,331</b>	<b>\$1,506,081</b>	<b>\$1,603,281</b>	<b>\$1,703,981</b>	<b>\$1,808,331</b>	<b>\$1,916,481</b>	<b>\$2,028,581</b>	<b>\$2,144,731</b>

**Activity Allocations and Maximum Participants**

Activity	Units	Quantity	Unit NASF	Total NASF	Allocation		Total
					Units Per NASF	Units	
Large Leisure Pool	Square Feet	0	5,000	0	50	People	0
Gymnasium	Courts	1	6,240	6,240	15	Square Feet	15
Wet Classrooms	Square Feet	1	500	500	15	Square Feet	33
Weight/Fitness	Square Feet	1	5,000	5,000	45	Square Feet	111
Multipurpose Room	Square Feet	2	4,000	4,000	45	Square Feet	89
Competition Pool	Lanes	8	10,000	10,000	3	People	24
Community Rooms	Square Feet	1	1,100	1,100	100	Square Feet	11
Snack Bar/Vending	Square Feet	1	250	250	50	Square Feet	5
Lockers	Square Feet	4	3,300	3,300	35	Square Feet	94
Other Public Spaces	Square Feet	1	1,200	1,200	150	Square Feet	8
<b>Maximum Participants at One Time</b>							<b>391</b>

**Activities Duration Breakdown By Different Periods of the Day**

Activity	Activity Duration	Hours					
		6 AM - 9 AM	9 AM - Noon	Noon - 1 PM	1 PM - 5 PM	5 PM - 7 PM	7 PM - 9 PM
Large Leisure Pool	1.25	2.40	2.40	0.80	3.20	1.60	1.60
Gymnasium	1.00	3.00	3.00	1.00	4.00	2.00	2.00
Wet Classrooms	1.00	3.00	3.00	1.00	4.00	2.00	2.00
Weight/Fitness	1.00	3.00	3.00	1.00	4.00	2.00	2.00
Multipurpose Room	1.00	3.00	3.00	1.00	4.00	2.00	2.00
Competition Pool	0.75	4.00	4.00	1.33	5.33	2.67	2.67
Community Rooms	1.00	3.00	3.00	1.00	4.00	2.00	2.00
Snack Bar/Vending	0.75	4.00	4.00	1.33	5.33	2.67	2.67
Lockers	0.50	6.00	6.00	2.00	8.00	4.00	4.00
Other Public Spaces	0.50	6.00	6.00	2.00	8.00	4.00	4.00

**Utilization Rates During Periods of the Day**

Activity	Hours					
	6 AM - 9 AM	9 AM - Noon	Noon - 1 PM	1 PM - 5 PM	5 PM - 7 PM	7 PM - 9 PM
<i>Utilization Rate</i>						
Large Leisure Pool	0%	20%	75%	50%	100%	50%
Gymnasium	25%	20%	75%	50%	100%	50%
Wet Classrooms	25%	15%	50%	50%	100%	50%
Weight/Fitness	25%	15%	50%	50%	100%	65%
Multipurpose Room	50%	25%	75%	50%	100%	50%
Competition Pool	75%	20%	75%	50%	100%	50%
Community Rooms	25%	25%	25%	50%	100%	50%
Snack Bar/Vending	25%	5%	40%	50%	100%	30%
Lockers	25%	10%	25%	50%	100%	50%
Other Public Spaces	0%	0%	0%	0%	0%	0%

**Utilization Rates During Periods of the Day**

Activity	Hours						Total
	6 AM - 9 AM	9 AM - Noon	Noon - 1 PM	1 PM - 5 PM	5 PM - 7 PM	7 PM - 9 PM	
<i>Utilization Rate</i>							
Large Leisure Pool	0	0	0	0	0	0	0
Gymnasium	4	3	11	8	15	8	48
Wet Classrooms	8	5	17	17	33	17	97
Weight/Fitness	28	17	56	56	111	72	339
Multipurpose Room	44	22	67	44	89	44	311
Competition Pool	14	4	14	9	18	9	67
Therapy Pool	3	3	3	6	11	6	30
Snack Bar/Vending	1	0	2	2	4	1	9
Other Public Spaces	12	5	12	24	47	24	123

1,023

**Grand Total**

Total Users - Breakdown						
Totals	Total	Programs/ Classes	Day Admissions	Member Admissions	Total Passes	
<i>Percent</i>		10.00%	2.50%	30.00%		
Total Users Per Day	1,023	102	26	307		
Total Users Per Week#	6,141	614	154	1,842		
Total Users Per Year*	307,039	30,704	7,700	92,112	1,800	

**Activity Allocation and Maximum Participants**

Analysis determines the amount of users that can comfortably fit within the program of spaces

**Activities Duration Breakdown By Different Periods of the Day**

Analysis shows the amount of turnover per segment of day

**Utilization Rates During Periods of the Day**

Utilization rates are based on national standards and internal data based on operations of a similar nature

OUTLINE PROGRAM

Base

Program Elements	Quantity	Unit NSF	Total NSF	Cost/NSF	Total NSF
<b>AQUATICS</b>					
Competition Pool (50m x 25yds) with Diving	0	22,250	0	\$400	\$0
8 Lane x 25-yd Competition Pool	1	10,000	10,000	\$400	\$4,000,000
Spa/Whirlpool	1	300	300	\$400	\$120,000
Natorium Spectator Seating	1	1,000	1,000	\$200	\$200,000
Safety Office	1	300	300	\$325	\$97,500
Wet Classroom 1	1	500	500	\$325	\$162,500
Aquatics/Wet Office	1	200	200	\$325	\$65,000
Leisure Pool	0	5,000	0	\$400	\$0
Natorium Filter/Storage	1	2,000	2,000	\$400	\$800,000
<b>Subtotal - Aquatics</b>			<b>14,300</b>		<b>\$5,445,000</b>
<b>SPECIALIZED ACTIVITIES</b>					
Weight & Fitness	1	5,000	5,000	\$275	\$1,375,000
Group Fitness 1	1	2,500	2,500	\$275	\$687,500
Group Fitness 1 - Storage	1	300	300	\$200	\$60,000
Group Fitness 2	1	1,500	1,500	\$275	\$412,500
Group Fitness 2 - Storage	1	250	250	\$200	\$50,000
<b>Subtotal - Specialized Activities</b>			<b>9,550</b>		<b>\$2,585,000</b>
<b>GYMNASIUM</b>					
Multi-Activity Courts (84 ft. Court)	1	6,240	6,240	\$350	\$2,184,000
<b>Subtotal - Enterprise</b>			<b>6,240</b>		<b>\$2,184,000</b>
<b>ENTERPRISE</b>					
Snack Bar/Vending Area	1	250	250	\$200	\$50,000
Child Care Area	1	900	900	\$200	\$180,000
<b>Subtotal - Enterprise</b>			<b>1,150</b>		<b>\$230,000</b>
<b>COMMUNITY ZONE</b>					
Multi-Purpose Meeting Room 1	1	1,100	1,100	\$275	\$302,500
Multi-Purpose Meeting Rooms 1 - Storage	1	150	150	\$275	\$41,250
Multi-Purpose Meeting Room 2	0	1,100	0	\$275	\$0
Multi-Purpose Meeting Rooms 2 - Storage	0	50	0	\$275	\$0
<b>Subtotal - Community Zone</b>			<b>1,250</b>		<b>\$343,750</b>
<b>SUPPORT SPACES</b>					
<b>General Administrative</b>					
Administrative Suite	1	1,200	1,850	\$200	\$1,850
Admission Control/Lobby	1	500	500	\$200	\$100,000
<b>Subtotal - General Administration</b>			<b>2,350</b>		<b>\$101,850</b>
<b>Support Spaces</b>					
Men's Locker Room	1	1,250	1,250	\$275	\$343,750
Women's Locker Room	1	1,250	1,250	\$275	\$343,750
Family Change Rooms	2	400	800	\$275	\$220,000
General Building Storage	1	1,500	1,500	\$200	\$300,000
Maintenance/Service Area	1	500	500	\$200	\$100,000
<b>Subtotal - Support Spaces</b>			<b>5,300</b>		<b>\$1,307,500</b>
<b>Subtotal NASF</b>			<b>40,140</b>	<b>\$304</b>	<b>\$12,197,100</b>
<b>Building Core &amp; Circulation With Building Efficiency</b>		<b>30.0%</b>	<b>12,042</b>	<b>\$200</b>	<b>\$2,408,400</b>
<b>Building Envelope</b>			<b>52,182</b>	<b>\$280</b>	<b>\$14,605,500</b>

## Financial Model

Development Budget

## CAPITAL BUDGET

Base

## HARD COSTS

1	Site Acquisition	\$0
2	Construction Contract	
	A. Enclosed Building	\$14,605,500
	B. Demolition, Excavation & Site Preparation	\$150,000
	C. Site Utilities & Infrastructure	\$250,000
	D. Parking	\$600,000
	E. Landscape Allowance	\$50,000
3	Inflation Factor to Midpoint of Construction	\$81,000
	<b>Subtotal - Hard Costs</b>	<b>\$15,736,500</b>

## SOFT COSTS

4	Architectural & Engineering Fees	\$1,274,000
5	Additional Architectural & Engineering Services	\$127,000
6	Furniture, Fixtures & Equipment	\$750,000
7	Testing Fees, Surveys , Etc.	\$10,000
8	Local Fees & Permits	\$75,000
9	Start-Up Expenses (Pre-Opening salaries & marketing, etc.)	\$150,000
10	Direct Project Expenses	\$80,000
11	Project Contingency	\$1,274,000
12	Project Consulting & Management	\$472,000
13	Operating Reserve	\$100,000
14	Construction Period Interest	\$104,000
15	Debt Issuance Fees	\$105,000
16	Credit Insurance	\$100,000
	<b>Subtotal - Soft Costs</b>	<b>\$4,621,000</b>

<b>TOTAL PROJECT COSTS</b>	<b>\$20,357,500</b>
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<b>Equity Contribution</b>	<b>\$0</b>
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<b>Net Amortized Amount</b>	<b>\$20,357,500</b>
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Annual Debt Service	\$1,703,502
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**Reston Community Center**

**Financial Model**

User Fee Assumptions

<b>Daily Passes</b>	<b>7,700</b>
Per Day	21

<b>Total Passes</b>	<b>1,800</b>	<b>Passes</b>
<b>Swim Passes</b>	<b>50%</b>	<b>900</b>
<i>20 Visit Swim Passes</i>	<i>65%</i>	<i>585</i>
<i>3 Month</i>	<i>10%</i>	<i>90</i>
<i>Yearly</i>	<i>25%</i>	<i>225</i>
<b>Facility Pass</b>	<b>50%</b>	<b>900</b>
<i>20 Visit</i>	<i>30%</i>	<i>270</i>
<i>3 Month</i>	<i>10%</i>	<i>90</i>
<i>Yearly</i>	<i>60%</i>	<i>540</i>

**Reston Community Center**  
**Financial Model**  
*Rate Structure*

Rate Category	SWIM PASS			FACILITY PASS		
	Low Rate	Moderate Rate	Market Rate	Low Rate	Moderate Rate	Market Rate
<b>Daily Admission</b>						
Adult	\$4.00	\$5.00	\$6.00	\$5.25	\$6.50	\$7.75
Youth/Student	\$2.50	\$3.50	\$4.50	\$3.50	\$4.50	\$5.50
Senior	\$2.50	\$3.50	\$4.50	\$3.50	\$4.50	\$5.50
<b>20 Swim Pass</b>						
Adult	\$65.00	\$80.00	\$95.00	\$81.25	\$97.50	\$120.00
Youth	\$45.00	\$60.00	\$75.00	\$56.25	\$70.00	\$85.00
Senior	\$45.00	\$60.00	\$75.00	\$56.25	\$70.00	\$85.00
<b>3 Months</b>						
Adult Single	\$110.00	\$132.00	\$154.00	\$137.50	\$165.00	\$200.00
Adult 2 Person	\$200.00	\$240.00	\$280.00	\$250.00	\$300.00	\$350.00
Dependent	\$50.00	\$60.00	\$70.00	\$62.50	\$75.00	\$90.00
Youth/Student	\$70.00	\$84.00	\$98.00	\$87.50	\$105.00	\$125.00
Senior Single	\$70.00	\$84.00	\$98.00	\$87.50	\$105.00	\$125.00
Senior 2 Person	\$130.00	\$156.00	\$182.00	\$162.50	\$195.00	\$230.00
Family	\$250.00	\$300.00	\$350.00	\$312.50	\$375.00	\$450.00
<b>Yearly</b>						
Adult Single	\$380.00	\$456.00	\$532.00	\$475.00	\$570.00	\$660.00
Adult 2 Person	\$700.00	\$840.00	\$980.00	\$875.00	\$1,050.00	\$1,040.00
Dependent	\$160.00	\$192.00	\$224.00	\$200.00	\$240.00	\$350.00
Youth/Student	\$190.00	\$228.00	\$266.00	\$237.50	\$285.00	\$375.00
Senior Single	\$190.00	\$228.00	\$266.00	\$237.50	\$285.00	\$375.00
Senior 2 Person	\$350.00	\$420.00	\$490.00	\$437.50	\$525.00	\$700.00
Family	\$800.00	\$960.00	\$1,120.00	\$1,000.00	\$1,200.00	\$1,300.00

Resident	95%	Resident	95%
Non-Reston	4%	Non-Reston	5%
Non-County	1%	Non-County	0%

Rate Category	Total Passes	Breakdown	Resident	Non-Reston	Non-County
<b>Daily Admission</b>	<b>7,700</b>				
Adult	45%	3,465	3,292	139	35
Youth/Student	30%	2,310	2,195	92	23
Senior	25%	1,925	1,829	77	19
<b>20 Swim Pass</b>	<b>585</b>				
Adult	50%	293	278	15	0
Youth	15%	88	83	4	0
Senior	35%	205	195	10	0
<b>3 Months</b>	<b>90</b>				
Adult Single	40%	36	34	2	0
Adult 2 Person	10%	9	9	0	0
Dependent	5%	5	4	0	0
Youth/Student	10%	9	9	0	0
Senior Single	20%	18	17	1	0
Senior 2 Person	10%	9	9	0	0
Family	5%	5	4	0	0
<b>Yearly</b>	<b>225</b>				
Adult Single	40%	90	86	5	0
Adult 2 Person	10%	23	21	1	0
Dependent	5%	11	11	1	0
Youth/Student	10%	23	21	1	0
Senior Single	20%	45	43	2	0
Senior 2 Person	10%	23	21	1	0
Family	5%	11	11	1	0

Rate Category	YEAR 1		
	Resident Rate	Non-Resident Rate	Non-County Rate
<b>Daily Admission</b>			
Adult	\$4.00	\$8.00	\$12.00
Youth/Student	\$2.50	\$5.00	\$7.50
Senior	\$2.50	\$5.00	\$7.50
<b>20 Swim Pass</b>			
Adult	\$65.00	\$94.25	\$107.25
Youth	\$45.00	\$65.25	\$74.25
Senior	\$45.00	\$65.25	\$74.25
<b>3 Months</b>			
Adult Single	\$110.00	\$159.50	\$181.50
Adult 2 Person	\$200.00	\$290.00	\$330.00
Dependent	\$50.00	\$72.50	\$82.50
Youth/Student	\$70.00	\$101.50	\$115.50
Senior Single	\$70.00	\$101.50	\$115.50
Senior 2 Person	\$130.00	\$188.50	\$214.50
Family	\$250.00	\$362.50	\$412.50
<b>Yearly</b>			
Adult Single	\$380.00	\$551.00	\$627.00
Adult 2 Person	\$700.00	\$1,015.00	\$1,155.00
Dependent	\$160.00	\$232.00	\$264.00
Youth/Student	\$190.00	\$275.50	\$313.50
Senior Single	\$190.00	\$275.50	\$313.50
Senior 2 Person	\$350.00	\$507.50	\$577.50
Family	\$800.00	\$1,160.00	\$1,320.00



Rate Category	YEAR 2			YEAR 3			YEAR 4		
	Resident Rate	Non-Resident Rate	Non-County Rate	Resident Rate	Non-Resident Rate	Non-County Rate	Resident Rate	Non-Resident Rate	Non-County Rate
<b>Daily Admission</b>									
Adult	\$4.15	\$8.29	\$12.44	\$4.30	\$8.59	\$12.89	\$4.45	\$8.91	\$13.36
Youth/Student	\$2.59	\$5.18	\$7.77	\$2.69	\$5.37	\$8.06	\$2.78	\$5.57	\$8.35
Senior	\$2.59	\$5.18	\$7.77	\$2.69	\$5.37	\$8.06	\$2.78	\$5.57	\$8.35
<b>20 Swim Pass</b>									
Adult	\$67.37	\$97.69	\$111.16	\$69.83	\$101.26	\$115.22	\$72.38	\$104.95	\$119.43
Youth	\$46.64	\$67.63	\$76.96	\$48.34	\$70.10	\$79.77	\$50.11	\$72.66	\$82.68
Senior	\$46.64	\$67.63	\$76.96	\$48.34	\$70.10	\$79.77	\$50.11	\$72.66	\$82.68
<b>3 Months</b>									
Adult Single	\$114.02	\$165.32	\$188.12	\$118.18	\$171.36	\$194.99	\$122.49	\$177.61	\$202.11
Adult 2 Person	\$207.30	\$300.59	\$342.05	\$214.87	\$311.56	\$354.53	\$222.71	\$322.93	\$367.47
Dependent	\$51.83	\$75.15	\$85.51	\$53.72	\$77.89	\$88.63	\$55.68	\$80.73	\$91.87
Youth/Student	\$72.56	\$105.20	\$119.72	\$75.20	\$109.04	\$124.09	\$77.95	\$113.02	\$128.61
Senior Single	\$72.56	\$105.20	\$119.72	\$75.20	\$109.04	\$124.09	\$77.95	\$113.02	\$128.61
Senior 2 Person	\$134.75	\$195.38	\$222.33	\$139.66	\$202.51	\$230.44	\$144.76	\$209.90	\$238.86
Family	\$259.13	\$375.73	\$427.56	\$268.58	\$389.45	\$443.16	\$278.39	\$403.66	\$459.34
<b>Yearly</b>									
Adult Single	\$393.87	\$571.11	\$649.89	\$408.25	\$591.96	\$673.61	\$423.15	\$613.56	\$698.19
Adult 2 Person	\$725.55	\$1,052.05	\$1,197.16	\$752.03	\$1,090.45	\$1,240.85	\$779.48	\$1,130.25	\$1,286.14
Dependent	\$165.84	\$240.47	\$273.64	\$171.89	\$249.25	\$283.62	\$178.17	\$258.34	\$293.98
Youth/Student	\$196.94	\$285.56	\$324.94	\$204.12	\$295.98	\$336.80	\$211.57	\$306.78	\$349.10
Senior Single	\$196.94	\$285.56	\$324.94	\$204.12	\$295.98	\$336.80	\$211.57	\$306.78	\$349.10
Senior 2 Person	\$362.78	\$526.02	\$598.58	\$376.02	\$545.22	\$620.43	\$389.74	\$565.12	\$643.07
Family	\$829.20	\$1,202.34	\$1,368.18	\$859.47	\$1,246.23	\$1,418.12	\$890.84	\$1,291.71	\$1,469.88

Rate Category	YEAR 1		YEAR 2		YEAR 3		YEAR 4	
	Capture Rate	Revenue	Capture Rate	Revenue	Capture Rate	Revenue	Capture Rate	Revenue
Adult	85%	\$14,629	90%	\$15,185	95%	\$15,761	100%	\$16,360
Youth/Student	85%	\$6,096	90%	\$6,327	95%	\$6,567	100%	\$6,817
Senior	85%	\$5,080	90%	\$5,272	95%	\$5,473	100%	\$5,680
<b>20 Swim Pass</b>								
Adult	85%	\$19,440	90%	\$20,150	95%	\$20,885	100%	\$21,648
Youth	85%	\$4,038	90%	\$4,185	95%	\$4,338	100%	\$4,496
Senior	85%	\$9,421	90%	\$9,765	95%	\$10,121	100%	\$10,491
<b>3 Months</b>								
Adult Single	85%	\$4,049	90%	\$4,197	95%	\$4,350	100%	\$4,509
Adult 2 Person	85%	\$1,841	90%	\$1,908	95%	\$1,977	100%	\$2,049
Dependent	85%	\$230	90%	\$238	95%	\$247	100%	\$256
Youth/Student	85%	\$644	90%	\$668	95%	\$692	100%	\$717
Senior Single	85%	\$1,288	90%	\$1,335	95%	\$1,384	100%	\$1,435
Senior 2 Person	85%	\$1,196	90%	\$1,240	95%	\$1,285	100%	\$1,332
Family	85%	\$1,150	90%	\$1,192	95%	\$1,236	100%	\$1,281
<b>Yearly</b>								
Adult Single	85%	\$34,970	90%	\$36,246	95%	\$37,569	100%	\$38,940
Adult 2 Person	85%	\$16,104	90%	\$16,692	95%	\$17,301	100%	\$17,933
Dependent	85%	\$1,841	90%	\$1,908	95%	\$1,977	100%	\$2,049
Youth/Student	85%	\$4,371	90%	\$4,531	95%	\$4,696	100%	\$4,868
Senior Single	85%	\$8,742	90%	\$9,061	95%	\$9,392	100%	\$9,735
Senior 2 Person	85%	\$8,052	90%	\$8,346	95%	\$8,651	100%	\$8,966
Family	85%	\$9,203	90%	\$9,538	95%	\$9,887	100%	\$10,247
<b>TOTAL</b>		<b>\$152,385</b>		<b>\$157,985</b>		<b>\$163,791</b>		<b>\$169,810</b>

Reston Community Center  
 Financial Model  
 Facility Pass Revenue

Resident	95%	Resident	95%
Non-Reston	4%	Non-Reston	5%
Non-County	1%	Non-County	0%

Rate Category	Total Passes	Breakdown	Resident	Non-Reston	Non-County
<b>20 Swim Pass</b>	<b>270</b>				
Adult	50%	135	128	7	0
Youth	15%	41	38	2	0
Senior	35%	95	90	5	0
<b>3 Months</b>	<b>90</b>				
Adult Single	40%	36	34	2	0
Adult 2 Person	10%	9	9	0	0
Dependent	5%	5	4	0	0
Youth/Student	10%	9	9	0	0
Senior Single	20%	18	17	1	0
Senior 2 Person	10%	9	9	0	0
Family	5%	5	4	0	0
<b>Yearly</b>	<b>540</b>				
Adult Single	40%	216	205	11	0
Adult 2 Person	10%	54	51	3	0
Dependent	5%	27	26	1	0
Youth/Student	10%	54	51	3	0
Senior Single	20%	108	103	5	0
Senior 2 Person	10%	54	51	3	0
Family	5%	27	26	1	0

Rate Category	YEAR 1		
	Resident Rate	Non-Resident Rate	Non-County Rate
<b>20 Swim Pass</b>			
Adult	\$81.25	\$117.81	\$134.06
Youth	\$56.25	\$81.56	\$92.81
Senior	\$56.25	\$81.56	\$92.81
<b>3 Months</b>			
Adult Single	\$137.50	\$199.38	\$226.88
Adult 2 Person	\$250.00	\$362.50	\$412.50
Dependent	\$62.50	\$90.63	\$103.13
Youth/Student	\$87.50	\$126.88	\$144.38
Senior Single	\$87.50	\$126.88	\$144.38
Senior 2 Person	\$162.50	\$235.63	\$268.13
Family	\$312.50	\$453.13	\$515.63
<b>Yearly</b>			
Adult Single	\$475.00	\$688.75	\$783.75
Adult 2 Person	\$875.00	\$1,268.75	\$1,443.75
Dependent	\$200.00	\$290.00	\$330.00
Youth/Student	\$237.50	\$344.38	\$391.88
Senior Single	\$237.50	\$344.38	\$391.88
Senior 2 Person	\$437.50	\$634.38	\$721.88
Family	\$1,000.00	\$1,450.00	\$1,650.00

YEAR 2			YEAR 3			YEAR 4		
Resident Rate	Non-Resident Rate	Non-County Rate	Resident Rate	Non-Resident Rate	Non-County Rate	Resident Rate	Non-Resident Rate	Non-County Rate
\$84.22	\$122.11	\$138.96	\$87.29	\$126.57	\$144.03	\$90.48	\$131.19	\$149.28
\$58.30	\$84.54	\$96.20	\$60.43	\$87.63	\$99.71	\$62.64	\$90.82	\$103.35
\$58.30	\$84.54	\$96.20	\$60.43	\$87.63	\$99.71	\$62.64	\$90.82	\$103.35
\$142.52	\$206.65	\$235.16	\$147.72	\$214.19	\$243.74	\$153.11	\$222.01	\$252.64
\$259.13	\$375.73	\$427.56	\$268.58	\$389.45	\$443.16	\$278.39	\$403.66	\$459.34
\$64.78	\$93.93	\$106.89	\$67.15	\$97.36	\$110.79	\$69.60	\$100.92	\$114.83
\$90.69	\$131.51	\$149.64	\$94.00	\$136.31	\$155.11	\$97.44	\$141.28	\$160.77
\$90.69	\$131.51	\$149.64	\$94.00	\$136.31	\$155.11	\$97.44	\$141.28	\$160.77
\$168.43	\$244.23	\$277.91	\$174.58	\$253.14	\$288.06	\$180.95	\$262.38	\$298.57
\$323.91	\$469.66	\$534.45	\$335.73	\$486.81	\$553.95	\$347.98	\$504.58	\$574.17
\$492.34	\$713.89	\$812.36	\$510.31	\$739.95	\$842.01	\$528.93	\$766.95	\$872.74
\$906.94	\$1,315.06	\$1,496.45	\$940.04	\$1,363.06	\$1,551.07	\$974.35	\$1,412.81	\$1,607.68
\$207.30	\$300.59	\$342.05	\$214.87	\$311.56	\$354.53	\$222.71	\$322.93	\$367.47
\$246.17	\$356.94	\$406.18	\$255.15	\$369.97	\$421.00	\$264.47	\$383.48	\$436.37
\$246.17	\$356.94	\$406.18	\$255.15	\$369.97	\$421.00	\$264.47	\$383.48	\$436.37
\$453.47	\$657.53	\$748.22	\$470.02	\$681.53	\$775.53	\$487.18	\$706.41	\$803.84
\$1,036.50	\$1,502.93	\$1,710.23	\$1,074.33	\$1,557.78	\$1,772.65	\$1,113.55	\$1,614.64	\$1,837.35

Rate Category	YEAR 1		YEAR 2		YEAR 3		YEAR 4	
	Capture Rate	Revenue	Capture Rate	Revenue	Capture Rate	Revenue	Capture Rate	Revenue
<b>20 Swim Pass</b>								
Adult	85%	\$11,216	90%	\$11,625	95%	\$12,049	100%	\$12,489
Youth	85%	\$2,329	90%	\$2,414	95%	\$2,503	100%	\$2,594
Senior	85%	\$5,435	90%	\$5,634	95%	\$5,839	100%	\$6,052
<b>3 Months</b>								
Adult Single	85%	\$5,061	90%	\$5,246	95%	\$5,438	100%	\$5,636
Adult 2 Person	85%	\$2,301	90%	\$2,385	95%	\$2,472	100%	\$2,562
Dependent	85%	\$288	90%	\$298	95%	\$309	100%	\$320
Youth/Student	85%	\$805	90%	\$835	95%	\$865	100%	\$897
Senior Single	85%	\$1,610	90%	\$1,669	95%	\$1,730	100%	\$1,793
Senior 2 Person	85%	\$1,495	90%	\$1,550	95%	\$1,607	100%	\$1,665
Family	85%	\$1,438	90%	\$1,490	95%	\$1,545	100%	\$1,601
<b>Yearly</b>								
Adult Single	85%	\$104,909	90%	\$108,738	95%	\$112,707	100%	\$116,820
Adult 2 Person	85%	\$48,313	90%	\$50,077	95%	\$51,904	100%	\$53,799
Dependent	85%	\$5,522	90%	\$5,723	95%	\$5,932	100%	\$6,148
Youth/Student	85%	\$13,114	90%	\$13,592	95%	\$14,088	100%	\$14,603
Senior Single	85%	\$26,227	90%	\$27,184	95%	\$28,177	100%	\$29,205
Senior 2 Person	85%	\$24,157	90%	\$25,038	95%	\$25,952	100%	\$26,899
Family	85%	\$27,608	90%	\$28,615	95%	\$29,660	100%	\$30,742
<b>TOTAL</b>		<b>\$281,827</b>		<b>\$292,113</b>		<b>\$302,775</b>		<b>\$313,827</b>

Revenue Escalation	103.65%
Expense Escalation	103.00%

Class Name	Fee Charge	Number of Classes Offered	Number of Sessions/Class	Avg. Participants Per Class	Total Participants	Resident Fee	Capture Rate	Revenue	Staff Hours	Staff Per Session	Hours Per Class	Hourly Rate	Staffing Cost
Water Introduction													
6-Week Session	Yes	6	6	10	60	\$35	85%	\$1,785	36	1	0.5	\$21.00	\$378
8-Week Session	Yes	5	8	10	50	\$45	85%	\$1,913	40	1	0.5	\$21.00	\$420
Aqua Tots	Yes	6	6	10	60	\$35	85%	\$1,785	36	1	0.5	\$21.00	\$378
Skipper I													
6-Week Session	Yes	36	6	2	72	\$35	85%	\$2,142	216	1	0.5	\$21.00	\$2,268
8-Week Session	Yes	30	6	2	60	\$45	85%	\$2,295	180	1	0.5	\$21.00	\$1,890
Rookie I													
6-Week Session	Yes	12	6	4	48	\$35	85%	\$1,428	72	1	0.5	\$21.00	\$756
8-Week Session	Yes	29	8	4	116	\$45	85%	\$4,437	232	1	0.5	\$21.00	\$2,436
Rookie I													
6-Week Session	Yes	9	6	4	36	\$35	85%	\$1,071	54	1	0.5	\$21.00	\$567
8-Week Session	Yes	23	8	4	92	\$45	85%	\$3,519	184	1	0.5	\$21.00	\$1,932
Ranger													
6-Week Session	Yes	9	6	6	54	\$35	85%	\$1,607	54	1	0.5	\$21.00	\$567
8-Week Session	Yes	15	8	6	90	\$45	85%	\$3,443	120	1	0.5	\$21.00	\$1,260
Marlin													
6-Week Session	Yes	9	6	8	72	\$35	85%	\$2,142	54	1	0.5	\$21.00	\$567
8-Week Session	Yes	15	8	8	120	\$45	85%	\$4,590	120	1	0.5	\$21.00	\$1,260
Water Wonder	Yes	3	6	8	24	\$35	85%	\$714	18	1	0.5	\$21.00	\$189
Youth Level 1-2													
6-Week Session	Yes	3	6	8	24	\$35	85%	\$714	18	1	0.5	\$21.00	\$189
8-Week Session	Yes	5	8	8	40	\$45	85%	\$1,530	40	1	0.5	\$21.00	\$420
Youth Level 1-2													
6-Week Session	Yes	6	6	8	48	\$35	85%	\$1,428	36	1	0.5	\$21.00	\$378
8-Week Session	Yes	9	8	8	72	\$45	85%	\$2,754	72	1	0.5	\$21.00	\$756
Youth Level 3													
6-Week Session	Yes	9	6	8	72	\$35	85%	\$2,142	54	1	0.5	\$21.00	\$567
8-Week Session	Yes	8	8	8	64	\$45	85%	\$2,448	64	1	0.5	\$21.00	\$672
Youth Level 4													
6-Week Session	Yes	9	6	8	72	\$35	85%	\$2,142	54	1	0.5	\$21.00	\$567
8-Week Session	Yes	5	8	8	40	\$45	85%	\$1,530	40	1	0.5	\$21.00	\$420
Youth Level 5													
6-Week Session	Yes	3	6	8	24	\$50	85%	\$1,020	18	1	0.75	\$21.00	\$284
8-Week Session	Yes	5	8	8	40	\$45	85%	\$1,530	40	1	0.5	\$21.00	\$420
Youth Level 6	Yes	3	6	8	24	\$50	85%	\$1,020	18	1	0.75	\$21.00	\$284
Youth Stroke-n-Turn	Yes	5	8	8	40	\$65	85%	\$2,210	40	1	0.75	\$21.00	\$630
Youth Stroke-n-Turn	Yes	5	8	8	40	\$65	85%	\$2,210	40	1	0.75	\$21.00	\$630
Aqua Chicken	Yes	3	6	8	24	\$35	85%	\$714	18	1	0.5	\$21.00	\$189
Adult Beginner													
6-Week Session	Yes	6	6	8	48	\$50	85%	\$2,040	36	1	0.5	\$21.00	\$378
8-Week Session	Yes	5	8	8	40	\$65	85%	\$2,210	40	1	0.5	\$21.00	\$420
Adult Advanced Beginner	Yes	6	6	6	36	\$50	85%	\$1,530	36	1	0.75	\$21.00	\$567
Deep Water Mania	Yes	5	8	12	60	\$65	85%	\$3,315	40	1	0.75	\$21.00	\$630
Arthritis	Yes	5	8	12	60	\$65	85%	\$3,315	40	1	0.75	\$21.00	\$630
Arthritis	Yes	5	8	12	60	\$65	85%	\$3,315	40	1	0.75	\$21.00	\$630
Aqua Burn	Yes	5	8	15	75	\$65	85%	\$4,144	40	1	0.75	\$21.00	\$630
Aqua Zumba	Yes	3	6	15	45	\$50	85%	\$1,913	18	1	0.75	\$21.00	\$284
Tides in Motion	Yes	65	1	20	1300	\$3	85%	\$3,315	65	1	1	\$21.00	\$1,365
Fit After Fifty	Yes	65	1	20	1300	\$3	85%	\$3,315	65	1	1	\$21.00	\$1,365
Senior Water Exercise	Yes	65	1	20	1300	\$2	85%	\$2,210	65	1	1	\$21.00	\$1,365
Aqua Mixer	Yes	43	1	10	430	\$3	85%	\$1,097	43	1	1	\$21.00	\$903
Aqua Blast	Yes	44	1	10	440	\$3	85%	\$1,122	44	1	1	\$21.00	\$924
Total		607		366	6772			\$89,101					\$31,364
						Total						Total Benefits	12%
												Total Staffing	\$35,127
												Total Expenses	\$35,127
												Net Revenue	\$53,974

Class Name	Year 2					Year 3					Year 4				
	Rate	Capture Rate	Revenue	Hourly Rate	Staffing Cost	Rate	Capture Rate	Revenue	Hourly Rate	Staffing Cost	Rate	Capture Rate	Revenue	Hourly Rate	Staffing Cost
Water Introduction															
6-Week Session	\$36.28	90%	\$1,959	\$21.63	\$389	\$37.60	95%	\$2,143	\$22.28	\$401	\$38.97	100%	\$2,338	\$22.95	\$413
8-Week Session	\$46.64	90%	\$2,099	\$21.63	\$389	\$48.34	95%	\$2,296	\$22.28	\$401	\$50.11	100%	\$2,505	\$22.95	\$413
Aqua Tots	\$36.28	90%	\$1,959	\$21.63	\$389	\$37.60	95%	\$2,143	\$22.28	\$401	\$38.97	100%	\$2,338	\$22.95	\$413
Skipper I															
6-Week Session	\$36.28	90%	\$2,351	\$21.63	\$389	\$37.60	95%	\$2,572	\$22.28	\$401	\$38.97	100%	\$2,806	\$22.95	\$413
8-Week Session	\$46.64	90%	\$2,519	\$21.63	\$389	\$48.34	95%	\$2,756	\$22.28	\$401	\$50.11	100%	\$3,007	\$22.95	\$413
Rookie I															
6-Week Session	\$36.28	80%	\$1,393	\$21.63	\$389	\$37.60	95%	\$1,715	\$22.28	\$401	\$38.97	100%	\$1,871	\$22.95	\$413
8-Week Session	\$46.64	90%	\$4,869	\$21.63	\$389	\$48.34	95%	\$5,328	\$22.28	\$401	\$50.11	100%	\$5,813	\$22.95	\$413
Rookie I															
6-Week Session	\$36.28	90%	\$1,175	\$21.63	\$389	\$37.60	95%	\$1,286	\$22.28	\$401	\$38.97	100%	\$1,403	\$22.95	\$413
8-Week Session	\$46.64	90%	\$3,862	\$21.63	\$389	\$48.34	95%	\$4,225	\$22.28	\$401	\$50.11	100%	\$4,610	\$22.95	\$413
Ranger															
6-Week Session	\$36.28	90%	\$1,763	\$21.63	\$389	\$37.60	95%	\$1,929	\$22.28	\$401	\$38.97	100%	\$2,105	\$22.95	\$413
8-Week Session	\$46.64	90%	\$3,778	\$21.63	\$389	\$48.34	95%	\$4,133	\$22.28	\$401	\$50.11	100%	\$4,510	\$22.95	\$413
Marlin															
6-Week Session	\$36.28	90%	\$2,351	\$21.63	\$389	\$37.60	95%	\$2,572	\$22.28	\$401	\$38.97	100%	\$2,806	\$22.95	\$413
8-Week Session	\$46.64	90%	\$5,037	\$21.63	\$389	\$48.34	95%	\$5,511	\$22.28	\$401	\$50.11	100%	\$6,013	\$22.95	\$413
Water Wonder	\$36.28	90%	\$784	\$21.63	\$389	\$37.60	95%	\$857	\$22.28	\$401	\$38.97	100%	\$935	\$22.95	\$413
Youth Level 1-2															
6-Week Session	\$36.28	90%	\$784	\$21.63	\$389	\$37.60	95%	\$857	\$22.28	\$401	\$38.97	100%	\$935	\$22.95	\$413
8-Week Session	\$46.64	90%	\$1,679	\$21.63	\$389	\$48.34	95%	\$1,837	\$22.28	\$401	\$50.11	100%	\$2,004	\$22.95	\$413
Youth Level 1-2															
6-Week Session	\$36.28	90%	\$1,567	\$21.63	\$389	\$37.60	95%	\$1,715	\$22.28	\$401	\$38.97	100%	\$1,871	\$22.95	\$413
8-Week Session	\$46.64	90%	\$3,022	\$21.63	\$389	\$48.34	95%	\$3,307	\$22.28	\$401	\$50.11	100%	\$3,608	\$22.95	\$413
Youth Level 3															
6-Week Session	\$36.28	90%	\$2,351	\$21.63	\$389	\$37.60	95%	\$2,572	\$22.28	\$401	\$38.97	100%	\$2,806	\$22.95	\$413
8-Week Session	\$46.64	90%	\$2,687	\$21.63	\$389	\$48.34	95%	\$2,939	\$22.28	\$401	\$50.11	100%	\$3,207	\$22.95	\$413
Youth Level 4															
6-Week Session	\$36.28	90%	\$2,351	\$21.63	\$389	\$37.60	95%	\$2,572	\$22.28	\$401	\$38.97	100%	\$2,806	\$22.95	\$413
8-Week Session	\$46.64	90%	\$1,679	\$21.63	\$389	\$48.34	95%	\$1,837	\$22.28	\$401	\$50.11	100%	\$2,004	\$22.95	\$413
Youth Level 5															
6-Week Session	\$51.83	90%	\$1,119	\$21.63	\$389	\$53.72	95%	\$1,225	\$22.28	\$401	\$55.68	100%	\$1,336	\$22.95	\$413
8-Week Session	\$46.64	90%	\$1,679	\$21.63	\$389	\$48.34	95%	\$1,837	\$22.28	\$401	\$50.11	100%	\$2,004	\$22.95	\$413
Youth Level 6	\$51.83	90%	\$1,119	\$21.63	\$389	\$53.72	95%	\$1,225	\$22.28	\$401	\$55.68	100%	\$1,336	\$22.95	\$413
Youth Stroke-n-Turn	\$67.37	90%	\$2,425	\$21.63	\$389	\$69.83	95%	\$2,654	\$22.28	\$401	\$72.38	100%	\$2,895	\$22.95	\$413
Youth Stroke-n-Turn	\$67.37	90%	\$2,425	\$21.63	\$389	\$69.83	95%	\$2,654	\$22.28	\$401	\$72.38	100%	\$2,895	\$22.95	\$413
Aqua Chicken	\$36.28	90%	\$784	\$21.63	\$389	\$37.60	95%	\$857	\$22.28	\$401	\$38.97	100%	\$935	\$22.95	\$413
Adult Beginner															
6-Week Session	\$51.83	90%	\$2,239	\$21.63	\$389	\$53.72	95%	\$2,449	\$22.28	\$401	\$55.68	100%	\$2,673	\$22.95	\$413
8-Week Session	\$67.37	90%	\$2,425	\$21.63	\$389	\$69.83	95%	\$2,654	\$22.28	\$401	\$72.38	100%	\$2,895	\$22.95	\$413
Adult Advanced Beginner	\$51.83	90%	\$1,679	\$21.63	\$389	\$53.72	95%	\$1,837	\$22.28	\$401	\$55.68	100%	\$2,004	\$22.95	\$413
Deep Water Mania	\$67.37	90%	\$3,638	\$21.63	\$389	\$69.83	95%	\$3,980	\$22.28	\$401	\$72.38	100%	\$4,343	\$22.95	\$413
Arthritis	\$67.37	90%	\$3,638	\$21.63	\$389	\$69.83	95%	\$3,980	\$22.28	\$401	\$72.38	100%	\$4,343	\$22.95	\$413
Arthritis	\$67.37	90%	\$3,638	\$21.63	\$389	\$69.83	95%	\$3,980	\$22.28	\$401	\$72.38	100%	\$4,343	\$22.95	\$413
Aqua Burn	\$67.37	90%	\$4,548	\$21.63	\$389	\$69.83	95%	\$4,976	\$22.28	\$401	\$72.38	100%	\$5,429	\$22.95	\$413
Aqua Zumba	\$51.83	90%	\$2,099	\$21.63	\$389	\$53.72	95%	\$2,296	\$22.28	\$401	\$55.68	100%	\$2,505	\$22.95	\$413
Tides in Motion	\$3.11	90%	\$3,638	\$21.63	\$389	\$3.22	95%	\$3,980	\$22.28	\$401	\$3.34	100%	\$4,343	\$22.95	\$413
Fit After Fifty	\$3.11	90%	\$3,638	\$21.63	\$389	\$3.22	95%	\$3,980	\$22.28	\$401	\$3.34	100%	\$4,343	\$22.95	\$413
Senior Water Exercise	\$2.07	90%	\$2,425	\$21.63	\$389	\$2.15	95%	\$2,654	\$22.28	\$401	\$2.23	100%	\$2,895	\$22.95	\$413
Aqua Mixer	\$3.11	90%	\$1,203	\$21.63	\$389	\$3.22	95%	\$1,317	\$22.28	\$401	\$3.34	100%	\$1,436	\$22.95	\$413
Aqua Blast	\$3.11	90%	\$1,231	\$21.63	\$389	\$3.22	95%	\$1,347	\$22.28	\$401	\$3.34	100%	\$1,470	\$22.95	\$413
			\$97,612	Total	\$15,963			\$106,986	Total	\$16,442			\$116,727	Total	\$16,935
				Benefits	12%				Benefits	12%				Benefits	12%
				Total Staffing	\$17,878				Total Staffing	\$18,415				Total Staffing	\$18,967
				Total Expenses	\$17,878				Total Expenses	\$18,415				Total Expenses	\$18,967
				Net Revenue	\$79,733				Net Revenue	\$88,571				Net Revenue	\$97,760

103.65%
103.00%

<b>YEAR 1</b>			
<b>Birthday Parties</b>	<b># of Parties</b>	<b>Birthday Package</b>	<b>Revenue</b>
Up to 15 Children	40	\$125.00	\$5,000
Up to 20 Children	40	\$150.00	\$6,000
Up to 25 Children	40	\$175.00	\$7,000
Up to 30 Children	40	\$200.00	\$8,000
<b>Total</b>	<b>160</b>		<b>\$26,000</b>

<b>YEAR 2</b>			
<b>Birthday Parties</b>	<b># of Parties</b>	<b>Rental Fee</b>	<b>Rental Revenue</b>
Up to 10 Children	50	\$129.56	\$6,478
11-15 Children	50	\$155.48	\$7,774
16-20 Children	50	\$181.39	\$9,069
21-25 Children	50	\$207.30	\$10,365
<b>Total</b>	<b>200</b>		<b>\$33,686</b>

<b>YEAR 3</b>			
<b>Birthday Parties</b>	<b># of Parties</b>	<b>Rental Fee</b>	<b>Rental Revenue</b>
Up to 10 Children	50	\$134.29	\$6,715
11-15 Children	50	\$161.15	\$8,057
16-20 Children	50	\$188.01	\$9,400
21-25 Children	50	\$214.87	\$10,743
<b>Total</b>	<b>200</b>		<b>\$34,916</b>

<b>YEAR 4</b>			
<b>Birthday Parties</b>	<b># of Parties</b>	<b>Rental Fee</b>	<b>Rental Revenue</b>
Up to 10 Children	50	\$139.19	\$6,960
11-15 Children	50	\$167.03	\$8,352
16-20 Children	50	\$194.87	\$9,744
21-25 Children	50	\$222.71	\$11,135
<b>Total</b>	<b>200</b>		<b>\$36,190</b>

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
Operating Week	40	50	50	50
Birthday Parties/Week	4	4	4	4
Total Parties	160	200	200	200
<b>Net Revenue</b>	<b>\$26,000</b>	<b>\$33,686</b>	<b>\$34,916</b>	<b>\$36,190</b>



**YEAR 1**

Aquatic Rentals	Available Per day	Available Per Week	Available Per Year	Rate per Lane	Maximum Rental Revenue	Capture Rate	Revenue
Rental Lanes	8	56	2,800	\$21	\$58,800	25%	\$14,700

Pool Rental	Non-Operating Hours	Capture Rate	Total Hours	Rate Per Hour	Revenue
Competition Pool	350	50%	175	\$300	\$52,500

Pool Rental (Event)	Times Per Year	Rate Per Event	Revenue
Competition Pool	0	\$7,500	\$0.00

<b>Total Revenue</b>	<b>\$67,200</b>
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**YEAR 2**

Aquatic Rentals	Available Per day	Available Per Week	Available Per Year	Rate per Lane	Maximum Rental Revenue	Capture Rate	Revenue
Rental Lanes	8	56	2,800	\$21	\$58,800	25%	\$14,700

Pool Rental	Non-Operating Hours	Capture Rate	Total Hours	Rate Per Hour	Revenue
Competition Pool	350	50%	175	\$300	\$52,500

Pool Rental (Event)	Times Per Year	Rate Per Event	Revenue
Competition Pool	0	\$7,500	\$0.00

<b>Total Revenue</b>	<b>\$67,200</b>
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**YEAR 3**

Aquatic Rentals	Available Per day	Available Per Week	Available Per Year	Rate per Lane	Maximum Rental Revenue	Capture Rate	Revenue
Rental Lanes	8	56	2,800	\$21	\$58,800	25%	\$14,700

Pool Rental	Non-Operating Hours	Capture Rate	Total Hours	Rate Per Hour	Revenue
Competition Pool	350	50%	175	\$300	\$52,500

Pool Rental (Event)	Times Per Year	Rate Per Event	Revenue
Competition Pool	1	\$7,500	\$7,500.00

<b>Total Revenue</b>	<b>\$74,700</b>
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**YEAR 4**

Aquatic Rentals	Available Per day	Available Per Week	Available Per Year	Rate per Lane	Maximum Rental Revenue	Capture Rate	Revenue
Rental Lanes	8	56	2,800	\$21	\$58,800	25%	\$14,700

Pool Rental	Non-Operating Hours	Capture Rate	Total Hours	Rate Per Hour	Revenue
Competition Pool	350	50%	175	\$300	\$52,500

Pool Rental (Event)	Times Per Year	Rate Per Event	Revenue
Competition Pool	2	\$7,500	\$15,000.00

<b>Total Revenue</b>	<b>\$82,200</b>
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YEAR 1	Fee Charge	# Sessions Per Year	Rate/Session	Revenue	Personal Trainer Expense	Net Revenue
Personal Training (1 Hour)	Yes	350	\$40	\$14,000	\$8,750	\$5,250
Personal Training (4 Hour)	Yes	250	\$35	\$8,750	\$6,250	\$2,500
Personal Training (8 Hour)	Yes	150	\$30	\$4,500	\$3,750	\$750
<b>Total</b>				<b>\$27,250</b>	<b>\$18,750</b>	<b>\$8,500</b>

YEAR 2	Fee Charge	# Sessions Per Year	Rate/Session	Revenue	Personal Trainer Expense	Net Revenue
Personal Training (1 Hour)	Yes	350	\$41	\$14,511	\$11,176	\$3,336
Personal Training (4 Hour)	Yes	250	\$36	\$9,069	\$7,983	\$1,087
Personal Training (8 Hour)	Yes	150	\$31	\$4,664	\$4,790	-\$125
<b>Total</b>				<b>\$28,245</b>	<b>\$23,948</b>	<b>\$2,149</b>

YEAR 3	Fee Charge	# Sessions Per Year	Rate/Session	Revenue	Personal Trainer Expense	Net Revenue
Personal Training (1 Hour)	Yes	350	\$43	\$15,041	\$11,511	\$3,530
Personal Training (4 Hour)	Yes	250	\$38	\$9,400	\$8,222	\$1,178
Personal Training (8 Hour)	Yes	150	\$32	\$4,834	\$4,933	-\$99
<b>Total</b>				<b>\$29,276</b>	<b>\$24,666</b>	<b>\$2,305</b>

YEAR 4	Fee Charge	# Sessions Per Year	Rate/Session	Revenue	Personal Trainer Expense	Net Revenue
Personal Training (1 Hour)	Yes	350	\$45	\$15,590	\$11,856	\$3,734
Personal Training (4 Hour)	Yes	250	\$39	\$9,744	\$8,469	\$1,275
Personal Training (8 Hour)	Yes	150	\$33	\$5,011	\$5,081	-\$70
<b>Total</b>				<b>\$30,344</b>	<b>\$25,406</b>	<b>\$2,469</b>

Revenue Escalation	103.65%
Expense Escalation	103.00%

Other Revenues	YEAR 1	YEAR 2	YEAR 3	YEAR 4
	85%	90%	95%	100%
<b>Corporate Membership</b>				
Membership	\$100,000	\$100,000	\$100,000	\$100,000
<b>Room Rentals</b>				
Multipurpose Community Rooms	\$42,840	\$45,360	\$47,880	\$50,400
<b>Gymnasium</b>				
Leagues	\$7,500	\$7,500	\$7,500	\$7,500
Rentals	\$25,000	\$25,000	\$25,000	\$25,000
<b>Fitness Revenue</b>				
Classes	\$20,825	\$22,050	\$23,275	\$24,500
<b>Locker Rentals</b>				
Locker Rentals	\$1,000	\$1,500	\$1,750	\$2,000
<b>Child Watch</b>				
Drop Off	\$500	\$1,000	\$1,500	\$2,000
<b>Retail Revenue</b>				
Vending	\$500	\$1,000	\$1,250	\$1,500
<b>Total Other Revenues</b>	<b>\$198,165</b>	<b>\$203,410</b>	<b>\$208,155</b>	<b>\$212,900</b>

Room Rentals	Room #1	Room #2
Hours Available Per Day	10	0
Hours Available Per Week	70	0
Hours Rental Hours Per Year	3500	0
Rental Capture Rate - Reston	20%	20%
Rental Capture Rate - Non Reston	20%	20%
Rental Hours - Reston	700	0
Rental Hours - Non Reston	700	0
Reston Rate	\$24	\$30
Non-Reston Rate	\$48	\$60
Rental Revenue - Reston	\$16,800	\$0
Rental Revenue - Non Reston	\$33,600	\$0
<b>Total Revenue</b>	<b>\$50,400</b>	<b>\$0</b>

Fitness Room	Room #1	Room #2
Classes Per Day	8	6
Classes Per Week	56	42
Participants Per Class	10	10
Average Rate/Class (discounted for Instructor)	\$25	\$25
Total Revenue	\$14,000	\$10,500

Financial Model

Operating Expense - Assumptions

Operating Expenses	Admin Area	Fitness Area	Wet Area	Community Spaces	Support/Circulation	Total
Square Footage	2,350	15,790	14,300	2,400	17,342	52,182
<i>Percentage of Building</i>	5%	30%	27%	5%	33%	
Advertising/Marketing	\$3,525	\$23,685	\$21,450	\$3,600	\$0	\$52,260
General Expenses	\$1,175	\$7,895	\$7,150	\$1,200	\$0	\$17,420
Aquatic Supplies	\$0	\$0	\$28,200	\$0	\$0	\$28,200
Utilities	\$8,225	\$55,265	\$72,930	\$8,400	\$60,697	\$205,517
Repair and Maintenance Preventative	\$2,350	\$15,790	\$14,300	\$2,400	\$17,342	\$52,182
Custodial	\$2,350	\$15,790	\$14,300	\$2,400	\$17,342	\$52,182
Repair and Maintenance General	\$2,350	\$15,790	\$14,300	\$2,400	\$17,342	\$52,182
Contracted Services	\$1,763	\$11,843	\$10,725	\$1,800	\$13,007	\$39,137
<b>Total Operating Expenses</b>	<b>\$21,738</b>	<b>\$146,058</b>	<b>\$183,355</b>	<b>\$22,200</b>	<b>\$125,730</b>	<b>\$499,080</b>
<i>Cost Per Sf</i>	<i>\$9.25</i>	<i>\$9.25</i>	<i>\$12.82</i>	<i>\$9.25</i>	<i>\$7.25</i>	<i>\$9.56</i>
Year 1	\$22,000	\$146,000	\$183,000	\$22,000	\$126,000	\$499,000
Year 2	\$22,000	\$150,000	\$189,000	\$23,000	\$130,000	\$514,000
Year 3	\$23,000	\$155,000	\$195,000	\$24,000	\$133,000	\$529,000
Year 4	\$24,000	\$160,000	\$200,000	\$24,000	\$137,000	\$545,000
<b>Per Square Foot Assumptions</b>						
Advertising/Marketing	\$1.50	\$1.50	\$1.50	\$1.50	\$0.00	
General Expenses	\$0.50	\$0.50	\$0.50	\$0.50	\$0.00	
Aquatic Supplies	\$0.00	\$0.00	\$12.00	\$0.00	\$0.00	
Utilities	\$3.50	\$3.50	\$5.10	\$3.50	\$3.50	
Repair and Maintenance Preventative	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	
Custodial	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	
Repair and Maintenance General	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	
Contracted Services	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	

<b>Administration</b>						
<b>Position</b>	<b>Type</b>	<b>FTE</b>	<b>Wage</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total</b>
General Manager	FT	1.00	\$80,000	\$80,000	\$25,600	\$105,600
Assistant Manager (Business, Passes, etc)	FT	1.00	\$60,000	\$60,000	\$19,200	\$79,200
Assistant Manager (Community Outreach, Programming)	FT	0.00	\$60,000	\$0	\$0	\$0
Front Desk/Member Service	FT	1.00	\$45,000	\$45,000	\$14,400	\$59,400
<b>Full Time Positions</b>		<b>3.00</b>		<b>\$185,000</b>	<b>\$59,200</b>	<b>\$244,000</b>

<b>Aquatics Operations</b>						
<b>Position</b>	<b>Type</b>	<b>FTE</b>	<b>Wage</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total</b>
Aquatics Operations Manager	FT	1.00	\$60,000	\$60,000	\$19,200	\$79,200
Assistant Aquatics Operations Manager	FT	1.00	\$50,000	\$50,000	\$16,000	\$66,000
Building Operations Supervisor/Aquatics Engineer	FT	0.00	\$60,000	\$0	\$0	\$0
Aquatic Programs Manager	FT	1.00	\$50,000	\$50,000	\$16,000	\$66,000
<b>Full Time Positions</b>		<b>3.00</b>		<b>\$160,000</b>	<b>\$51,200</b>	<b>\$211,000</b>

<b>Fitness</b>						
<b>Position</b>	<b>Type</b>	<b>FTE</b>	<b>Wage</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total</b>
Fitness Manager	FT	1.00	\$55,000	\$55,000	\$17,600	\$72,600
<b>Full Time Positions</b>		<b>1.00</b>		<b>\$55,000</b>	<b>\$17,600</b>	<b>\$72,600</b>

Reston Community Center  
 Financial Model  
 Personnel Assumptions

Benefits Rate - P/T 12%  
 Operation Weeks 50  
 Personnel Expense Inflatior 103.00%

<b>Administration</b>						
Position	Type	Hours	Rate	Total	Benefits	Total
Control Desk Attendant	PT	8,200	\$13.25	\$108,650	\$13,038	\$121,688
Youth Programming	PT	6,000	\$1.25	\$7,500	\$900	\$8,400
<b>Full Time Positions</b>				<b>\$108,650</b>	<b>\$13,038</b>	<b>\$122,000</b>

<b>Aquatics Operations</b>						
Position	Type	Hours	Rate	Total	Benefits	Total
Head Lifeguards	PT	5,400	\$13.25	\$71,550	\$8,586	\$80,136
Lifeguards - Competition Pools	PT	12,350	\$13.25	\$163,638	\$19,637	\$183,274
<b>Full Time Positions</b>				<b>\$235,188</b>	<b>\$28,223</b>	<b>\$263,000</b>

<b>Fitness</b>						
Position	Type	Hours	Rate	Total	Benefits	Total
Fitness Attendant	PT	5,000	\$13.25	\$66,250	\$7,950	\$74,200
<b>Full Time Positions</b>				<b>\$66,250</b>	<b>\$7,950</b>	<b>\$74,000</b>

Hours of Operation	Monday Friday	6am 9pm	15
	Saturday	8am 8pm	12
	Sunday	9am 7pm	10
	<b>Total Hours</b>		<b>37</b>

4850

**Monday Through Friday**

Facility Location/Position	1 05:00 AM	2 06:00 AM	3 07:00 AM	4 08:00 AM	5 09:00 AM	6 10:00 AM	7 11:00 AM	8 12:00 PM	9 01:00 PM	10 02:00 PM	11 03:00 PM	12 04:00 PM	13 05:00 PM	14 06:00 PM	15 07:00 PM	16 08:00 PM	17 09:00 PM	18 10:00 PM	19 11:00 PM	Total Weekly Hours Staffed	Total FTE
<b>Administration</b>																					
General Manager	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
Assistant Manager (Business, Passes, etc)	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
Assistant Manager (Community Outreach, Programming)	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
Front Desk/Member Service	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
<b>Aquatics</b>																					
Aquatics Operations Manager	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
Assistant Aquatics Operations Manager	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
Building Operations Supervisor/Aquatics Engineer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	85	2.13
Aquatic Programs Manager	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
<b>Fitness</b>																					
Fitness Manager	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>1</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>405</b>	<b>10.13</b>

**Saturday**

Facility Location/Position	1 05:00 AM	2 06:00 AM	3 07:00 AM	4 08:00 AM	5 09:00 AM	6 10:00 AM	7 11:00 AM	8 12:00 PM	9 01:00 PM	10 02:00 PM	11 03:00 PM	12 04:00 PM	13 05:00 PM	14 06:00 PM	15 07:00 PM	16 08:00 PM	17 09:00 PM	18 10:00 PM	19 11:00 PM	Total Saturday Hours Staffed	Total FTE
<b>Administration</b>																					
General Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Assistant Manager (Business, Passes, etc)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Assistant Manager (Community Outreach, Programming)	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	12	0.30
Front Desk/Member Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
<b>Aquatics</b>																					
Aquatics Operations Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Assistant Aquatics Operations Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Building Operations Supervisor/Aquatics Engineer	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	13	0.33
Aquatic Programs Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
<b>Fitness</b>																					
Fitness Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0.63</b>

**Sunday**

Facility Location/Position	1 05:00 AM	2 06:00 AM	3 07:00 AM	4 08:00 AM	5 09:00 AM	6 10:00 AM	7 11:00 AM	8 12:00 PM	9 01:00 PM	10 02:00 PM	11 03:00 PM	12 04:00 PM	13 05:00 PM	14 06:00 PM	15 07:00 PM	16 08:00 PM	17 09:00 PM	18 10:00 PM	19 11:00 PM	Total Sunday Hours Staffed	Total FTE
<b>Administration</b>																					
General Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Assistant Manager (Business, Passes, etc)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Assistant Manager (Community Outreach, Programming)	0	0	0	0	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	10	0.25
Front Desk/Member Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
<b>Aquatics</b>																					
Aquatics Operations Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Assistant Aquatics Operations Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Building Operations Supervisor/Aquatics Engineer	0	0	0	0	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	9	0.23
Aquatic Programs Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
<b>Fitness</b>																					
Fitness Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>0.475</b>

Hours of Operation	Monday Friday	6am 9pm	15
	Saturday	8am 8pm	12
	Sunday	9am 7pm	10
	<b>Total Hours</b>		<b>37</b>

4850

**Monday Through Friday**

Facility Location/Position	1 05:00 AM	2 06:00 AM	3 07:00 AM	4 08:00 AM	5 09:00 AM	6 10:00 AM	7 11:00 AM	8 12:00 PM	9 01:00 PM	10 02:00 PM	11 03:00 PM	12 04:00 PM	13 05:00 PM	14 06:00 PM	15 07:00 PM	16 08:00 PM	17 09:00 PM	18 10:00 PM	19 11:00 PM	Total Weekly Hours Staffed	Total FTE	
<b>Administration</b>																						
Control Desk Attendant	1	1	1	1	2	2	2	2	2	2	2	2	2	1	1	1	1	0	0	125	3.00	
Youth Programming	0	0	0	0	0	2	2	2	2	2	2	2	2	2	0	0	0	0	0	90	2.16	
<b>Aquatics</b>																						
Head Lifeguards	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	87.5	2.10	
Lifeguards - Competition Pools	0	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	0	0	190	4.57	
<b>Fitness</b>																						
Fitness Attendant	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	80	1.92	
<b>Total</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>572.5</b>	<b>13.76</b>	

**Saturday**

Facility Location/Position	1 05:00 AM	2 06:00 AM	3 07:00 AM	4 08:00 AM	5 09:00 AM	6 10:00 AM	7 11:00 AM	8 12:00 PM	9 01:00 PM	10 02:00 PM	11 03:00 PM	12 04:00 PM	13 05:00 PM	14 06:00 PM	15 07:00 PM	16 08:00 PM	17 09:00 PM	18 10:00 PM	19 11:00 PM	Total Weekly Hours Staffed	Total FTE	
<b>Administration</b>																						
Control Desk Attendant	0	0	0	2	2	2	2	2	2	2	2	2	2	1	1	1	0	0	0	23	0.55	
Youth Programming	0	0	0	0	2	2	2	2	2	2	2	2	2	0	0	0	0	0	0	18	0.43	
<b>Aquatics</b>																						
Head Lifeguards	0	0	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	11.5	0.28	
Lifeguards - Competition Pools	0	0	0	3	3	3	3	3	3	3	3	3	3	3	0	0	0	0	0	33	0.79	
<b>Fitness</b>																						
Fitness Attendant	0	0	0	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	11	0.26	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>96.5</b>	<b>2.32</b>	

**Sunday**

Facility Location/Position	1 05:00 AM	2 06:00 AM	3 07:00 AM	4 08:00 AM	5 09:00 AM	6 10:00 AM	7 11:00 AM	8 12:00 PM	9 01:00 PM	10 02:00 PM	11 03:00 PM	12 04:00 PM	13 05:00 PM	14 06:00 PM	15 07:00 PM	16 08:00 PM	17 09:00 PM	18 10:00 PM	19 11:00 PM	Total Weekly Hours Staffed	Total FTE	
<b>Administration</b>																						
Control Desk Attendant	0	0	0	0	0	2	2	2	2	2	2	2	2	0	0	0	0	0	0	16	0.38	
Youth Programming	0	0	0	0	0	0	2	2	2	2	2	2	0	0	0	0	0	0	0	12	0.29	
<b>Aquatics</b>																						
Head Lifeguards	0	0	0	0	0	1	1	1	1	1	1	1	1	1	0	0	0	0	0	9	0.22	
Lifeguards - Competition Pools	0	0	0	0	0	3	3	3	3	3	3	3	3	0	0	0	0	0	0	24	0.58	
<b>Fitness</b>																						
Fitness Attendant	0	0	0	0	0	1	1	1	1	1	1	1	1	1	0	0	0	0	0	9	0.22	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>1.68</b>	



# APPENDIX C

## Financial Model – Option B

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**Reston Community Center**  
**Financial Model**  
 Project Assumptions

Facility Option **OPTION B**

Hours of Operation			
Facility	Operating Hours	Hours/Day	Total Hours
Monday-Friday	6am-9pm	15	75
Saturday	8am-8pm	12	12
Sunday	9am-7pm	10	10
		<b>Total</b>	<b>97</b>
Aquatics			
Facility	Operating Hours	Hours/Day	Total Hours
Monday-Friday	6am-9pm	15	75
Saturday	8am-6pm	10	10
Sunday	10am-6pm	8	8
		<b>Total</b>	<b>93</b>
Total Operating Weeks F/T	<b>52</b>		
Total Operating Weeks P/T	<b>50</b>		

Access Pass Assumptions		
Rate Structure		<b>Low</b>
<b>Admission Passes</b>		
Resident - Daily Admission		<b>95%</b>
Non-Reston - Daily Admission		<b>4%</b>
Non-County - Daily Admission		<b>1%</b>
Resident - User Pass		<b>95%</b>
Non-Reston - User Pass		<b>5%</b>
Non-County - User Pass		<b>0%</b>
Non-Reston Premium	<b>100%</b>	<b>45%</b>
Non-County Premium	<b>200%</b>	<b>65%</b>
Revenue Escalation		<b>103.65%</b>
<b>Capture Rate</b>		
Year 1		<b>85%</b>
Year 2		<b>90%</b>
Year 3		<b>95%</b>
Year 4 (Stabilization)		<b>100%</b>

Program Assumptions			
Program Elements	Base	Project Cost Base	<b>\$33,595,400</b>
Competition Pool (50M)	1	Annual Debt Service	<b>\$2,811,241</b>
Competition Pool (25YD)	0	Interest Rate	<b>5.50%</b>
Leisure Pool	0	Debt Term	<b>20</b>
Weight & Fitness (SF)	6,500		
Group Fitness Room 1 (SF)	3,000	Site Acquisition Costs	<b>\$0.00</b>
Group Fitness Room 2 (SF)	3,000	Parking	<b>Surface</b>
Multi-Activity Courts	2	Parking Spots	<b>250</b>
Multi-Purpose Meeting Room 1	1		
Multi-Purpose Meeting Room 2	1		
<b>Total Square Feet</b>	<b>84,929</b>		

Cost Recovery			
Cost Recovery Percentage	Low	Moderate	Market
Year 1	<b>60%</b>	<b>66%</b>	<b>73%</b>
Year 2	<b>61%</b>	<b>68%</b>	<b>75%</b>
Year 3	<b>63%</b>	<b>69%</b>	<b>76%</b>
Year 4	<b>63%</b>	<b>70%</b>	<b>77%</b>
Year 5	<b>63%</b>	<b>70%</b>	<b>77%</b>
Year 6	<b>64%</b>	<b>71%</b>	<b>78%</b>
Year 7	<b>64%</b>	<b>71%</b>	<b>78%</b>
Year 8	<b>65%</b>	<b>72%</b>	<b>79%</b>
Year 9	<b>65%</b>	<b>72%</b>	<b>79%</b>
Year 10	<b>65%</b>	<b>73%</b>	<b>80%</b>

Operating Assumptions			
Aquatic Instructor Rate	<b>\$21.00</b>	Benefits % F/T	<b>32.0%</b>
Fitness Instructor Rate	<b>\$21.00</b>	Benefits % P/T	<b>12.0%</b>
Personal Trainer	<b>\$25.00</b>		
Expense Inflator	<b>103.0%</b>		
Personnel Inflator	<b>103.0%</b>		
Fee Waiver Credits as % of User Fees	<b>5.0%</b>		
Fee Waiver Credits as % of Aquatics	<b>0.0%</b>		

OPERATING PROFORMA										
Project Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Operating Revenue</b>										
User Fee	\$603,000	\$625,000	\$648,000	\$671,000	\$695,000	\$720,000	\$746,000	\$773,000	\$801,000	\$830,000
Fee Waiver User Fees	(\$30,000)	(\$31,000)	(\$32,000)	(\$34,000)	(\$35,000)	(\$36,000)	(\$37,000)	(\$39,000)	(\$40,000)	(\$42,000)
Revenue - Aquatics	\$208,000	\$241,520	\$267,000	\$285,000	\$295,000	\$306,000	\$317,000	\$329,000	\$341,000	\$353,000
Fee Waiver User Aquatics	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue - Fitness	\$33,000	\$34,000	\$35,000	\$36,000	\$37,000	\$38,000	\$39,000	\$40,000	\$41,000	\$42,000
Fee Waiver User Fitness	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$277,000	\$286,000	\$294,000	\$302,000	\$313,000	\$324,000	\$336,000	\$348,000	\$361,000	\$374,000
<b>Total Revenue</b>	<b>\$1,091,000</b>	<b>\$1,155,520</b>	<b>\$1,212,000</b>	<b>\$1,260,000</b>	<b>\$1,305,000</b>	<b>\$1,352,000</b>	<b>\$1,401,000</b>	<b>\$1,451,000</b>	<b>\$1,504,000</b>	<b>\$1,557,000</b>
<b>Operating Expense</b>										
Personnel Expenses - Admin	\$366,000	\$377,000	\$388,000	\$400,000	\$412,000	\$424,000	\$437,000	\$450,000	\$464,000	\$478,000
Personnel Expenses- Aquatics	\$512,000	\$527,000	\$543,000	\$559,000	\$576,000	\$593,000	\$611,000	\$629,000	\$648,000	\$667,000
Personnel Expenses- Fitness	\$147,000	\$151,000	\$156,000	\$161,000	\$166,000	\$171,000	\$176,000	\$181,000	\$186,000	\$192,000
Operating Expenses - Admin	\$243,000	\$250,000	\$258,000	\$265,000	\$273,000	\$281,000	\$289,000	\$298,000	\$307,000	\$316,000
Operating Expenses- Aquatics	\$321,000	\$331,000	\$341,000	\$351,000	\$362,000	\$373,000	\$384,000	\$396,000	\$408,000	\$420,000
Operating Expenses- Fitness	\$237,000	\$244,000	\$251,000	\$259,000	\$267,000	\$275,000	\$283,000	\$291,000	\$300,000	\$309,000
<b>Total Operating Expenses</b>	<b>\$1,826,000</b>	<b>\$1,880,000</b>	<b>\$1,937,000</b>	<b>\$1,995,000</b>	<b>\$2,056,000</b>	<b>\$2,117,000</b>	<b>\$2,180,000</b>	<b>\$2,245,000</b>	<b>\$2,313,000</b>	<b>\$2,382,000</b>
<i>Operating Expenses/SF</i>	<i>\$21.50</i>	<i>\$22.14</i>	<i>\$22.81</i>	<i>\$23.49</i>	<i>\$24.21</i>	<i>\$24.93</i>	<i>\$25.67</i>	<i>\$26.43</i>	<i>\$27.23</i>	<i>\$28.05</i>
<b>Net Operating Income</b>	<b>-\$735,000</b>	<b>-\$724,480</b>	<b>-\$725,000</b>	<b>-\$735,000</b>	<b>-\$751,000</b>	<b>-\$765,000</b>	<b>-\$779,000</b>	<b>-\$794,000</b>	<b>-\$809,000</b>	<b>-\$825,000</b>
<b>Operating Cost Recovery</b>	<b>60%</b>	<b>61%</b>	<b>63%</b>	<b>63%</b>	<b>63%</b>	<b>64%</b>	<b>64%</b>	<b>65%</b>	<b>65%</b>	<b>65%</b>
<b>Net Tax Support %</b>	<b>40%</b>	<b>39%</b>	<b>37%</b>	<b>37%</b>	<b>37%</b>	<b>36%</b>	<b>36%</b>	<b>35%</b>	<b>35%</b>	<b>35%</b>
<b>Non-operating Expense</b>										
Replacement Reserve	\$54,550	\$57,776	\$60,600	\$63,000	\$65,250	\$67,600	\$70,050	\$72,550	\$75,200	\$77,850
<b>Total Non-operating Expense</b>	<b>\$54,550</b>	<b>\$57,776</b>	<b>\$60,600</b>	<b>\$63,000</b>	<b>\$65,250</b>	<b>\$67,600</b>	<b>\$70,050</b>	<b>\$72,550</b>	<b>\$75,200</b>	<b>\$77,850</b>
<b>Cash Flow</b>	<b>-\$789,550</b>	<b>-\$782,256</b>	<b>-\$785,600</b>	<b>-\$798,000</b>	<b>-\$816,250</b>	<b>-\$832,600</b>	<b>-\$849,050</b>	<b>-\$866,550</b>	<b>-\$884,200</b>	<b>-\$902,850</b>
<b>Cumulative Replacement Reserve</b>	<b>\$54,550</b>	<b>\$112,326</b>	<b>\$172,926</b>	<b>\$235,926</b>	<b>\$301,176</b>	<b>\$368,776</b>	<b>\$438,826</b>	<b>\$511,376</b>	<b>\$586,576</b>	<b>\$664,426</b>

OPERATING PROFORMA										
Project Year	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
<b>Operating Revenue</b>										
Membership	\$860,000	\$891,000	\$924,000	\$958,000	\$993,000	\$1,029,000	\$1,067,000	\$1,106,000	\$1,146,000	\$1,188,000
Fee Reduction	(\$43,000)	(\$45,000)	(\$46,000)	(\$48,000)	(\$50,000)	(\$51,000)	(\$53,000)	(\$55,000)	(\$57,000)	(\$59,000)
Revenue - Aquatics	\$366,000	\$379,000	\$393,000	\$407,000	\$422,000	\$437,000	\$453,000	\$470,000	\$487,000	\$505,000
Fee Waiver User Aquatics	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue - Fitness	\$44,000	\$46,000	\$48,000	\$50,000	\$52,000	\$54,000	\$56,000	\$58,000	\$60,000	\$62,000
Fee Waiver User Fitness	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$388,000	\$402,000	\$417,000	\$432,000	\$448,000	\$464,000	\$481,000	\$499,000	\$517,000	\$536,000
<b>Total Revenue</b>	<b>\$1,615,000</b>	<b>\$1,673,000</b>	<b>\$1,736,000</b>	<b>\$1,799,000</b>	<b>\$1,865,000</b>	<b>\$1,933,000</b>	<b>\$2,004,000</b>	<b>\$2,078,000</b>	<b>\$2,153,000</b>	<b>\$2,232,000</b>
<b>Operating Expense</b>										
Personnel Expenses - Admin	\$492,000	\$507,000	\$522,000	\$538,000	\$554,000	\$571,000	\$588,000	\$606,000	\$624,000	\$643,000
Personnel Expenses- Aquatics	\$687,000	\$708,000	\$729,000	\$751,000	\$774,000	\$797,000	\$821,000	\$846,000	\$871,000	\$897,000
Personnel Expenses- Fitness	\$198,000	\$204,000	\$210,000	\$216,000	\$222,000	\$229,000	\$236,000	\$243,000	\$250,000	\$258,000
Operating Expenses - Admin	\$325,000	\$335,000	\$345,000	\$355,000	\$366,000	\$377,000	\$388,000	\$400,000	\$412,000	\$424,000
Operating Expenses- Aquatics	\$433,000	\$446,000	\$459,000	\$473,000	\$487,000	\$502,000	\$517,000	\$533,000	\$549,000	\$565,000
Operating Expenses- Fitness	\$318,000	\$328,000	\$338,000	\$348,000	\$358,000	\$369,000	\$380,000	\$391,000	\$403,000	\$415,000
<b>Total Operating Expenses</b>	<b>\$2,453,000</b>	<b>\$2,528,000</b>	<b>\$2,603,000</b>	<b>\$2,681,000</b>	<b>\$2,761,000</b>	<b>\$2,845,000</b>	<b>\$2,930,000</b>	<b>\$3,019,000</b>	<b>\$3,109,000</b>	<b>\$3,202,000</b>
<i>Operating Expenses/SF</i>	<i>\$28.88</i>	<i>\$29.77</i>	<i>\$30.65</i>	<i>\$31.57</i>	<i>\$32.51</i>	<i>\$33.50</i>	<i>\$34.50</i>	<i>\$35.55</i>	<i>\$36.61</i>	<i>\$37.70</i>
<b>Net Operating Income</b>	<b>-\$838,000</b>	<b>-\$855,000</b>	<b>-\$867,000</b>	<b>-\$882,000</b>	<b>-\$896,000</b>	<b>-\$912,000</b>	<b>-\$926,000</b>	<b>-\$941,000</b>	<b>-\$956,000</b>	<b>-\$970,000</b>
<b>Operating Cost Recovery</b>	<b>66%</b>	<b>66%</b>	<b>67%</b>	<b>67%</b>	<b>68%</b>	<b>68%</b>	<b>68%</b>	<b>69%</b>	<b>69%</b>	<b>70%</b>
<b>Net Tax Support %</b>	<b>34%</b>	<b>34%</b>	<b>33%</b>	<b>33%</b>	<b>32%</b>	<b>32%</b>	<b>32%</b>	<b>31%</b>	<b>31%</b>	<b>30%</b>
<b>Non-operating Expense</b>										
Replacement Reserve	\$80,750	\$83,650	\$86,800	\$63,500	\$93,250	\$96,650	\$100,200	\$103,900	\$107,650	\$111,600
<b>Total Non-operating Expense</b>	<b>\$80,750</b>	<b>\$83,650</b>	<b>\$86,800</b>	<b>\$63,500</b>	<b>\$93,250</b>	<b>\$96,650</b>	<b>\$100,200</b>	<b>\$103,900</b>	<b>\$107,650</b>	<b>\$111,600</b>
<b>Cash Flow</b>	<b>-\$918,750</b>	<b>-\$938,650</b>	<b>-\$953,800</b>	<b>-\$945,500</b>	<b>-\$989,250</b>	<b>-\$1,008,650</b>	<b>-\$1,026,200</b>	<b>-\$1,044,900</b>	<b>-\$1,063,650</b>	<b>-\$1,081,600</b>
<b>Cumulative Replacement Reserve</b>	<b>\$745,176</b>	<b>\$828,826</b>	<b>\$915,626</b>	<b>\$979,126</b>	<b>\$1,072,376</b>	<b>\$1,169,026</b>	<b>\$1,269,226</b>	<b>\$1,373,126</b>	<b>\$1,480,776</b>	<b>\$1,592,376</b>

OPERATING PROFORMA										
Project Year	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
<b>Operating Revenue</b>										
Membership	\$1,231,000	\$1,276,000	\$1,323,000	\$1,371,000	\$1,421,000	\$1,473,000	\$1,527,000	\$1,583,000	\$1,641,000	\$1,701,000
Fee Reduction	(\$62,000)	(\$64,000)	(\$66,000)	(\$69,000)	(\$71,000)	(\$74,000)	(\$76,000)	(\$79,000)	(\$82,000)	(\$85,000)
Revenue - Aquatics	\$523,000	\$542,000	\$562,000	\$583,000	\$604,000	\$626,000	\$649,000	\$673,000	\$698,000	\$723,000
Fee Waiver User Aquatics	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue - Fitness	\$64,000	\$66,000	\$68,000	\$70,000	\$73,000	\$76,000	\$79,000	\$82,000	\$85,000	\$88,000
Fee Waiver User Fitness	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$556,000	\$576,000	\$597,000	\$619,000	\$642,000	\$665,000	\$689,000	\$714,000	\$740,000	\$767,000
<b>Total Revenue</b>	<b>\$2,312,000</b>	<b>\$2,396,000</b>	<b>\$2,484,000</b>	<b>\$2,574,000</b>	<b>\$2,669,000</b>	<b>\$2,766,000</b>	<b>\$2,868,000</b>	<b>\$2,973,000</b>	<b>\$3,082,000</b>	<b>\$3,194,000</b>
<b>Operating Expense</b>										
Personnel Expenses - Admin	\$662,000	\$682,000	\$702,000	\$723,000	\$745,000	\$767,000	\$790,000	\$814,000	\$838,000	\$863,000
Personnel Expenses- Aquatics	\$924,000	\$952,000	\$981,000	\$1,010,000	\$1,040,000	\$1,071,000	\$1,103,000	\$1,136,000	\$1,170,000	\$1,205,000
Personnel Expenses- Fitness	\$266,000	\$274,000	\$282,000	\$290,000	\$299,000	\$308,000	\$317,000	\$327,000	\$337,000	\$347,000
Operating Expenses - Admin	\$437,000	\$450,000	\$464,000	\$478,000	\$492,000	\$507,000	\$522,000	\$538,000	\$554,000	\$571,000
Operating Expenses- Aquatics	\$582,000	\$599,000	\$617,000	\$636,000	\$655,000	\$675,000	\$695,000	\$716,000	\$737,000	\$759,000
Operating Expenses- Fitness	\$427,000	\$440,000	\$453,000	\$467,000	\$481,000	\$495,000	\$510,000	\$525,000	\$541,000	\$557,000
<b>Total Operating Expenses</b>	<b>\$3,298,000</b>	<b>\$3,397,000</b>	<b>\$3,499,000</b>	<b>\$3,604,000</b>	<b>\$3,712,000</b>	<b>\$3,823,000</b>	<b>\$3,937,000</b>	<b>\$4,056,000</b>	<b>\$4,177,000</b>	<b>\$4,302,000</b>
<i>Operating Expenses/SF</i>	<i>\$38.83</i>	<i>\$40.00</i>	<i>\$41.20</i>	<i>\$42.44</i>	<i>\$43.71</i>	<i>\$45.01</i>	<i>\$46.36</i>	<i>\$47.76</i>	<i>\$49.18</i>	<i>\$50.65</i>
<b>Net Operating Income</b>	<b>-\$986,000</b>	<b>-\$1,001,000</b>	<b>-\$1,015,000</b>	<b>-\$1,030,000</b>	<b>-\$1,043,000</b>	<b>-\$1,057,000</b>	<b>-\$1,069,000</b>	<b>-\$1,083,000</b>	<b>-\$1,095,000</b>	<b>-\$1,108,000</b>
<b>Operating Cost Recovery</b>	<b>70%</b>	<b>71%</b>	<b>71%</b>	<b>71%</b>	<b>72%</b>	<b>72%</b>	<b>73%</b>	<b>73%</b>	<b>74%</b>	<b>74%</b>
<b>Net Tax Support %</b>	<b>30%</b>	<b>29%</b>	<b>29%</b>	<b>29%</b>	<b>28%</b>	<b>28%</b>	<b>27%</b>	<b>27%</b>	<b>26%</b>	<b>26%</b>
<b>Non-operating Expense</b>										
Replacement Reserve	\$115,600	\$119,800	\$63,500	\$128,700	\$133,450	\$138,300	\$143,400	\$148,650	\$154,100	\$159,700
<b>Total Non-operating Expense</b>	<b>\$115,600</b>	<b>\$119,800</b>	<b>\$63,500</b>	<b>\$128,700</b>	<b>\$133,450</b>	<b>\$138,300</b>	<b>\$143,400</b>	<b>\$148,650</b>	<b>\$154,100</b>	<b>\$159,700</b>
<b>Cash Flow</b>	<b>-\$1,101,600</b>	<b>-\$1,120,800</b>	<b>-\$1,078,500</b>	<b>-\$1,158,700</b>	<b>-\$1,176,450</b>	<b>-\$1,195,300</b>	<b>-\$1,212,400</b>	<b>-\$1,231,650</b>	<b>-\$1,249,100</b>	<b>-\$1,267,700</b>
<b>Cumulative Replacement Reserve</b>	<b>\$1,707,976</b>	<b>\$1,827,776</b>	<b>\$1,891,276</b>	<b>\$2,019,976</b>	<b>\$2,153,426</b>	<b>\$2,291,726</b>	<b>\$2,435,126</b>	<b>\$2,583,776</b>	<b>\$2,737,876</b>	<b>\$2,897,576</b>

**Activity Allocations and Maximum Participants**

Activity	Units	Quantity	Unit NASF	Total NASF	Allocation		Total
					Units Per NASF	Units	
Large Leisure Pool	Square Feet	0	7,500	0	50	People	0
Gymnasium	Courts	2	6,240	12,480	15	Square Feet	30
Wet Classrooms	Square Feet	1	600	600	15	Square Feet	40
Weight/Fitness	Square Feet	1	6,500	6,500	45	Square Feet	144
Multipurpose Room	Square Feet	2	6,000	6,000	45	Square Feet	133
Competition Pool	Lanes	8	10,000	0	3	People	24
Community Rooms	Square Feet	2	2,200	2,200	100	Square Feet	22
Snack Bar/Vending	Square Feet	1	250	250	50	Square Feet	5
Lockers	Square Feet	4	4,300	4,300	35	Square Feet	123
Other Public Spaces	Square Feet	1	1,200	1,200	150	Square Feet	8
<b>Maximum Participants at One Time</b>							<b>530</b>

**Activities Duration Breakdown By Different Periods of the Day**

Activity	Activity Duration	Hours					
		6 AM - 9 AM	9 AM - Noon	Noon - 1 PM	1 PM - 5 PM	5 PM - 7 PM	7 PM - 9 PM
Large Leisure Pool	1.25	2.40	2.40	0.80	3.20	1.60	1.60
Gymnasium	1.00	3.00	3.00	1.00	4.00	2.00	2.00
Wet Classrooms	1.00	3.00	3.00	1.00	4.00	2.00	2.00
Weight/Fitness	1.00	3.00	3.00	1.00	4.00	2.00	2.00
Multipurpose Room	1.00	3.00	3.00	1.00	4.00	2.00	2.00
Competition Pool	0.75	4.00	4.00	1.33	5.33	2.67	2.67
Community Rooms	1.00	3.00	3.00	1.00	4.00	2.00	2.00
Snack Bar/Vending	0.75	4.00	4.00	1.33	5.33	2.67	2.67
Lockers	0.50	6.00	6.00	2.00	8.00	4.00	4.00
Other Public Spaces	0.50	6.00	6.00	2.00	8.00	4.00	4.00

**Utilization Rates During Periods of the Day**

Activity	Hours					
	6 AM - 9 AM	9 AM - Noon	Noon - 1 PM	1 PM - 5 PM	5 PM - 7 PM	7 PM - 9 PM
<i>Utilization Rate</i>						
Large Leisure Pool	0%	20%	75%	50%	100%	50%
Gymnasium	25%	20%	75%	50%	100%	50%
Wet Classrooms	25%	15%	50%	50%	100%	50%
Weight/Fitness	25%	15%	50%	50%	100%	65%
Multipurpose Room	50%	25%	75%	50%	100%	50%
Competition Pool	75%	20%	75%	50%	100%	50%
Community Rooms	25%	25%	25%	50%	100%	50%
Snack Bar/Vending	25%	5%	40%	50%	100%	30%
Lockers	25%	10%	25%	50%	100%	50%
Other Public Spaces	0%	0%	0%	0%	0%	0%

**Utilization Rates During Periods of the Day**

Activity	Hours						Total
	6 AM - 9 AM	9 AM - Noon	Noon - 1 PM	1 PM - 5 PM	5 PM - 7 PM	7 PM - 9 PM	
<i>Utilization Rate</i>							
Large Leisure Pool	0	0	0	0	0	0	0
Gymnasium	8	6	23	15	30	15	96
Wet Classrooms	10	6	20	20	40	20	116
Weight/Fitness	36	22	72	72	144	94	441
Multipurpose Room	67	33	100	67	133	67	467
Competition Pool	14	4	14	9	18	9	67
Therapy Pool	6	6	6	11	22	11	61
Snack Bar/Vending	1	0	2	2	4	1	9
Other Public Spaces	15	6	15	31	61	31	160

1,415

**Grand Total**

Total Users - Breakdown						
Totals	Total	Programs/ Classes	Day Admissions	Member Admissions	Total Passes	
<i>Percent</i>		10.00%	2.50%	30.00%		
Total Users Per Day	1,415	142	35	425		
Total Users Per Week#	8,492	849	212	2,548		
Total Users Per Year*	424,623	42,462	10,600	127,387	2,500	

**Activity Allocation and Maximum Participants**

Analysis determines the amount of users that can comfortably fit within the program of spaces

**Activities Duration Breakdown By Different Periods of the Day**

Analysis shows the amount of turnover per segment of day

**Utilization Rates During Periods of the Day**

Utilization rates are based on national standards and internal data based on operations of a similar nature

OUTLINE PROGRAM

Base

Program Elements	Quantity	Unit NSF	Total NSF	Cost/NSF	Total NSF
<b>AQUATICS</b>					
Competition Pool (50m x 25yds) with Diving	1	22,250	22,250	\$400	\$8,900,000
8 Lane x 25-yd Competition Pool	0	10,000	0	\$400	\$0
Spa/Whirlpool	1	300	300	\$400	\$120,000
Natorium Spectator Seating	1	1,200	1,200	\$200	\$240,000
Safety Office	1	200	200	\$325	\$65,000
Wet Classroom 1	1	600	600	\$325	\$195,000
Aquatics/Wet Office	1	350	350	\$325	\$113,750
Leisure Pool	0	7,500	0	\$400	\$0
Natorium Filter/Storage	1	2,500	2,500	\$400	\$1,000,000
<b>Subtotal - Aquatics</b>			<b>27,400</b>		<b>\$10,633,750</b>
<b>SPECIALIZED ACTIVITIES</b>					
Weight & Fitness	1	6,500	6,500	\$275	\$1,787,500
Group Fitness 1	1	3,000	3,000	\$275	\$825,000
Group Fitness 1 - Storage	1	300	300	\$200	\$60,000
Group Fitness 2	1	3,000	3,000	\$275	\$825,000
Group Fitness 2 - Storage	1	300	300	\$200	\$60,000
<b>Subtotal - Specialized Activities</b>			<b>13,100</b>		<b>\$3,557,500</b>
<b>GYMNASIUM</b>					
Multi-Activity Courts (84 ft. Court)	2	6,240	12,480	\$350	\$4,368,000
<b>Subtotal - Enterprise</b>			<b>12,480</b>		<b>\$4,368,000</b>
<b>ENTERPRISE</b>					
Snack Bar/Vending Area	1	250	250	\$200	\$50,000
Child Care Area	1	900	900	\$200	\$180,000
<b>Subtotal - Enterprise</b>			<b>1,150</b>		<b>\$230,000</b>
<b>COMMUNITY ZONE</b>					
Multi-Purpose Meeting Room 1	1	1,100	1,100	\$275	\$302,500
Multi-Purpose Meeting Rooms 1 - Storage	1	150	150	\$275	\$41,250
Multi-Purpose Meeting Room 2	1	1,100	1,100	\$275	\$302,500
Multi-Purpose Meeting Rooms 2 - Storage	1	50	50	\$275	\$13,750
<b>Subtotal - Community Zone</b>			<b>2,400</b>		<b>\$660,000</b>
<b>SUPPORT SPACES</b>					
<b>General Administrative</b>					
Administrative Suite	1	1,200	1,850	\$200	\$1,850
Admission Control/Lobby	1	150	150	\$200	\$30,000
<b>Subtotal - General Administration</b>			<b>2,000</b>		<b>\$31,850</b>
<b>Support Spaces</b>					
Men's Locker Room	1	1,750	1,750	\$275	\$481,250
Women's Locker Room	1	1,750	1,750	\$275	\$481,250
Family Change Rooms	2	400	800	\$275	\$220,000
General Building Storage	1	2,000	2,000	\$200	\$400,000
Maintenance/Service Area	1	500	500	\$200	\$100,000
<b>Subtotal - Support Spaces</b>			<b>6,800</b>		<b>\$1,682,500</b>
<b>Subtotal NASF</b>			<b>65,330</b>	<b>\$324</b>	<b>\$21,163,600</b>
<b>Building Core &amp; Circulation With Building Efficiency</b>		<b>30.0%</b>	<b>19,599</b>	<b>\$200</b>	<b>\$3,919,800</b>
<b>Building Envelope</b>			<b>84,929</b>	<b>\$295</b>	<b>\$25,083,400</b>



## Financial Model

Development Budget

## CAPITAL BUDGET

Base

## HARD COSTS

1	Site Acquisition	\$0
2	Construction Contract	
	A. Enclosed Building	\$25,083,400
	B. Demolition, Excavation & Site Preparation	\$250,000
	C. Site Utilities & Infrastructure	\$300,000
	D. Parking	\$750,000
	E. Landscape Allowance	\$50,000
3	Inflation Factor to Midpoint of Construction	\$137,000
	<b>Subtotal - Hard Costs</b>	<b>\$26,570,400</b>

## SOFT COSTS

4	Architectural & Engineering Fees	\$2,144,000
5	Additional Architectural & Engineering Services	\$214,000
6	Furniture, Fixtures & Equipment	\$900,000
7	Testing Fees, Surveys , Etc.	\$10,000
8	Local Fees & Permits	\$75,000
9	Start-Up Expenses (Pre-Opening salaries & marketing, etc.)	\$150,000
10	Direct Project Expenses	\$80,000
11	Project Contingency	\$2,110,000
12	Project Consulting & Management	\$797,000
13	Operating Reserve	\$100,000
14	Construction Period Interest	\$172,000
15	Debt Issuance Fees	\$173,000
16	Credit Insurance	\$100,000
	<b>Subtotal - Soft Costs</b>	<b>\$7,025,000</b>

<b>TOTAL PROJECT COSTS</b>	<b>\$33,595,400</b>
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<b>Equity Contribution</b>	<b>\$0</b>
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<b>Net Amortized Amount</b>	<b>\$33,595,400</b>
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Annual Debt Service	\$2,811,241
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**Reston Community Center**

**Financial Model**

User Fee Assumptions

<b>Daily Passes</b>	<b>10,600</b>
Per Day	29

<b>Total Passes</b>	<b>2,500</b>	<b>Passes</b>
<b>Swim Passes</b>	<b>50%</b>	<b>1,250</b>
<i>20 Visit Swim Passes</i>	<i>65%</i>	<i>813</i>
<i>3 Month</i>	<i>10%</i>	<i>125</i>
<i>Yearly</i>	<i>25%</i>	<i>313</i>
<b>Facility Pass</b>	<b>50%</b>	<b>1,250</b>
<i>20 Visit</i>	<i>30%</i>	<i>375</i>
<i>3 Month</i>	<i>10%</i>	<i>125</i>
<i>Yearly</i>	<i>60%</i>	<i>750</i>

**Reston Community Center**  
**Financial Model**  
*Rate Structure*

Rate Category	SWIM PASS			FACILITY PASS		
	Low Rate	Moderate Rate	Market Rate	Low Rate	Moderate Rate	Market Rate
<b>Daily Admission</b>						
Adult	\$4.00	\$5.00	\$6.00	\$5.25	\$6.50	\$7.75
Youth/Student	\$2.50	\$3.50	\$4.50	\$3.50	\$4.50	\$5.50
Senior	\$2.50	\$3.50	\$4.50	\$3.50	\$4.50	\$5.50
<b>20 Swim Pass</b>						
Adult	\$65.00	\$80.00	\$95.00	\$81.25	\$97.50	\$120.00
Youth	\$45.00	\$60.00	\$75.00	\$56.25	\$70.00	\$85.00
Senior	\$45.00	\$60.00	\$75.00	\$56.25	\$70.00	\$85.00
<b>3 Months</b>						
Adult Single	\$110.00	\$132.00	\$154.00	\$137.50	\$165.00	\$200.00
Adult 2 Person	\$200.00	\$240.00	\$280.00	\$250.00	\$300.00	\$350.00
Dependent	\$50.00	\$60.00	\$70.00	\$62.50	\$75.00	\$90.00
Youth/Student	\$70.00	\$84.00	\$98.00	\$87.50	\$105.00	\$125.00
Senior Single	\$70.00	\$84.00	\$98.00	\$87.50	\$105.00	\$125.00
Senior 2 Person	\$130.00	\$156.00	\$182.00	\$162.50	\$195.00	\$230.00
Family	\$250.00	\$300.00	\$350.00	\$312.50	\$375.00	\$450.00
<b>Yearly</b>						
Adult Single	\$380.00	\$456.00	\$532.00	\$475.00	\$570.00	\$660.00
Adult 2 Person	\$700.00	\$840.00	\$980.00	\$875.00	\$1,050.00	\$1,040.00
Dependent	\$160.00	\$192.00	\$224.00	\$200.00	\$240.00	\$350.00
Youth/Student	\$190.00	\$228.00	\$266.00	\$237.50	\$285.00	\$375.00
Senior Single	\$190.00	\$228.00	\$266.00	\$237.50	\$285.00	\$375.00
Senior 2 Person	\$350.00	\$420.00	\$490.00	\$437.50	\$525.00	\$700.00
Family	\$800.00	\$960.00	\$1,120.00	\$1,000.00	\$1,200.00	\$1,300.00

Resident	95%	Resident	95%
Non-Reston	4%	Non-Reston	5%
Non-County	1%	Non-County	0%

Rate Category	Total Passes	Breakdown	Resident	Non-Reston	Non-County
<b>Daily Admission</b>	<b>10,600</b>				
Adult	45%	4,770	4,532	191	48
Youth/Student	30%	3,180	3,021	127	32
Senior	25%	2,650	2,518	106	27
<b>20 Swim Pass</b>	<b>813</b>				
Adult	50%	406	386	20	0
Youth	15%	122	116	6	0
Senior	35%	284	270	14	0
<b>3 Months</b>	<b>125</b>				
Adult Single	40%	50	48	3	0
Adult 2 Person	10%	13	12	1	0
Dependent	5%	6	6	0	0
Youth/Student	10%	13	12	1	0
Senior Single	20%	25	24	1	0
Senior 2 Person	10%	13	12	1	0
Family	5%	6	6	0	0
<b>Yearly</b>	<b>313</b>				
Adult Single	40%	125	119	6	0
Adult 2 Person	10%	31	30	2	0
Dependent	5%	16	15	1	0
Youth/Student	10%	31	30	2	0
Senior Single	20%	63	59	3	0
Senior 2 Person	10%	31	30	2	0
Family	5%	16	15	1	0

Rate Category	YEAR 1		
	Resident Rate	Non-Resident Rate	Non-County Rate
<b>Daily Admission</b>			
Adult	\$4.00	\$8.00	\$12.00
Youth/Student	\$2.50	\$5.00	\$7.50
Senior	\$2.50	\$5.00	\$7.50
<b>20 Swim Pass</b>			
Adult	\$65.00	\$94.25	\$107.25
Youth	\$45.00	\$65.25	\$74.25
Senior	\$45.00	\$65.25	\$74.25
<b>3 Months</b>			
Adult Single	\$110.00	\$159.50	\$181.50
Adult 2 Person	\$200.00	\$290.00	\$330.00
Dependent	\$50.00	\$72.50	\$82.50
Youth/Student	\$70.00	\$101.50	\$115.50
Senior Single	\$70.00	\$101.50	\$115.50
Senior 2 Person	\$130.00	\$188.50	\$214.50
Family	\$250.00	\$362.50	\$412.50
<b>Yearly</b>			
Adult Single	\$380.00	\$551.00	\$627.00
Adult 2 Person	\$700.00	\$1,015.00	\$1,155.00
Dependent	\$160.00	\$232.00	\$264.00
Youth/Student	\$190.00	\$275.50	\$313.50
Senior Single	\$190.00	\$275.50	\$313.50
Senior 2 Person	\$350.00	\$507.50	\$577.50
Family	\$800.00	\$1,160.00	\$1,320.00

Rate Category	YEAR 2			YEAR 3			YEAR 4		
	Resident Rate	Non-Resident Rate	Non-County Rate	Resident Rate	Non-Resident Rate	Non-County Rate	Resident Rate	Non-Resident Rate	Non-County Rate
<b>Daily Admission</b>									
Adult	\$4.15	\$8.29	\$12.44	\$4.30	\$8.59	\$12.89	\$4.45	\$8.91	\$13.36
Youth/Student	\$2.59	\$5.18	\$7.77	\$2.69	\$5.37	\$8.06	\$2.78	\$5.57	\$8.35
Senior	\$2.59	\$5.18	\$7.77	\$2.69	\$5.37	\$8.06	\$2.78	\$5.57	\$8.35
<b>20 Swim Pass</b>									
Adult	\$67.37	\$97.69	\$111.16	\$69.83	\$101.26	\$115.22	\$72.38	\$104.95	\$119.43
Youth	\$46.64	\$67.63	\$76.96	\$48.34	\$70.10	\$79.77	\$50.11	\$72.66	\$82.68
Senior	\$46.64	\$67.63	\$76.96	\$48.34	\$70.10	\$79.77	\$50.11	\$72.66	\$82.68
<b>3 Months</b>									
Adult Single	\$114.02	\$165.32	\$188.12	\$118.18	\$171.36	\$194.99	\$122.49	\$177.61	\$202.11
Adult 2 Person	\$207.30	\$300.59	\$342.05	\$214.87	\$311.56	\$354.53	\$222.71	\$322.93	\$367.47
Dependent	\$51.83	\$75.15	\$85.51	\$53.72	\$77.89	\$88.63	\$55.68	\$80.73	\$91.87
Youth/Student	\$72.56	\$105.20	\$119.72	\$75.20	\$109.04	\$124.09	\$77.95	\$113.02	\$128.61
Senior Single	\$72.56	\$105.20	\$119.72	\$75.20	\$109.04	\$124.09	\$77.95	\$113.02	\$128.61
Senior 2 Person	\$134.75	\$195.38	\$222.33	\$139.66	\$202.51	\$230.44	\$144.76	\$209.90	\$238.86
Family	\$259.13	\$375.73	\$427.56	\$268.58	\$389.45	\$443.16	\$278.39	\$403.66	\$459.34
<b>Yearly</b>									
Adult Single	\$393.87	\$571.11	\$649.89	\$408.25	\$591.96	\$673.61	\$423.15	\$613.56	\$698.19
Adult 2 Person	\$725.55	\$1,052.05	\$1,197.16	\$752.03	\$1,090.45	\$1,240.85	\$779.48	\$1,130.25	\$1,286.14
Dependent	\$165.84	\$240.47	\$273.64	\$171.89	\$249.25	\$283.62	\$178.17	\$258.34	\$293.98
Youth/Student	\$196.94	\$285.56	\$324.94	\$204.12	\$295.98	\$336.80	\$211.57	\$306.78	\$349.10
Senior Single	\$196.94	\$285.56	\$324.94	\$204.12	\$295.98	\$336.80	\$211.57	\$306.78	\$349.10
Senior 2 Person	\$362.78	\$526.02	\$598.58	\$376.02	\$545.22	\$620.43	\$389.74	\$565.12	\$643.07
Family	\$829.20	\$1,202.34	\$1,368.18	\$859.47	\$1,246.23	\$1,418.12	\$890.84	\$1,291.71	\$1,469.88

Rate Category	YEAR 1		YEAR 2		YEAR 3		YEAR 4	
	Capture Rate	Revenue	Capture Rate	Revenue	Capture Rate	Revenue	Capture Rate	Revenue
<b>Daily Admission</b>								
Adult	85%	\$20,139	90%	\$20,904	95%	\$21,697	100%	\$22,521
Youth/Student	85%	\$8,391	90%	\$8,710	95%	\$9,041	100%	\$9,384
Senior	85%	\$6,993	90%	\$7,258	95%	\$7,534	100%	\$7,820
<b>20 Swim Pass</b>								
Adult	85%	\$27,000	90%	\$27,986	95%	\$29,007	100%	\$30,066
Youth	85%	\$5,608	90%	\$5,812	95%	\$6,025	100%	\$6,245
Senior	85%	\$13,085	90%	\$13,562	95%	\$14,057	100%	\$14,571
<b>3 Months</b>								
Adult Single	85%	\$5,624	90%	\$5,829	95%	\$6,042	100%	\$6,262
Adult 2 Person	85%	\$2,556	90%	\$2,650	95%	\$2,746	100%	\$2,847
Dependent	85%	\$320	90%	\$331	95%	\$343	100%	\$356
Youth/Student	85%	\$895	90%	\$927	95%	\$961	100%	\$996
Senior Single	85%	\$1,789	90%	\$1,855	95%	\$1,922	100%	\$1,993
Senior 2 Person	85%	\$1,662	90%	\$1,722	95%	\$1,785	100%	\$1,850
Family	85%	\$1,598	90%	\$1,656	95%	\$1,716	100%	\$1,779
<b>Yearly</b>								
Adult Single	85%	\$48,569	90%	\$50,342	95%	\$52,179	100%	\$54,084
Adult 2 Person	85%	\$22,367	90%	\$23,184	95%	\$24,030	100%	\$24,907
Dependent	85%	\$2,556	90%	\$2,650	95%	\$2,746	100%	\$2,847
Youth/Student	85%	\$6,071	90%	\$6,293	95%	\$6,522	100%	\$6,760
Senior Single	85%	\$12,142	90%	\$12,585	95%	\$13,045	100%	\$13,521
Senior 2 Person	85%	\$11,184	90%	\$11,592	95%	\$12,015	100%	\$12,453
Family	85%	\$12,781	90%	\$13,248	95%	\$13,731	100%	\$14,233
<b>TOTAL</b>		<b>\$211,329</b>		<b>\$219,095</b>		<b>\$227,146</b>		<b>\$235,493</b>

Reston Community Center  
 Financial Model  
 Facility Pass Revenue

Resident	95%	Resident	95%
Non-Reston	4%	Non-Reston	5%
Non-County	1%	Non-County	0%

Rate Category	Total Passes	Breakdown	Resident	Non-Reston	Non-County
<b>20 Swim Pass</b>	<b>375</b>				
Adult	50%	188	178	9	0
Youth	15%	56	53	3	0
Senior	35%	131	125	7	0
<b>3 Months</b>	<b>125</b>				
Adult Single	40%	50	48	3	0
Adult 2 Person	10%	13	12	1	0
Dependent	5%	6	6	0	0
Youth/Student	10%	13	12	1	0
Senior Single	20%	25	24	1	0
Senior 2 Person	10%	13	12	1	0
Family	5%	6	6	0	0
<b>Yearly</b>	<b>750</b>				
Adult Single	40%	300	285	15	0
Adult 2 Person	10%	75	71	4	0
Dependent	5%	38	36	2	0
Youth/Student	10%	75	71	4	0
Senior Single	20%	150	143	8	0
Senior 2 Person	10%	75	71	4	0
Family	5%	38	36	2	0

Rate Category	YEAR 1		
	Resident Rate	Non-Resident Rate	Non-County Rate
<b>20 Swim Pass</b>			
Adult	\$81.25	\$117.81	\$134.06
Youth	\$56.25	\$81.56	\$92.81
Senior	\$56.25	\$81.56	\$92.81
<b>3 Months</b>			
Adult Single	\$137.50	\$199.38	\$226.88
Adult 2 Person	\$250.00	\$362.50	\$412.50
Dependent	\$62.50	\$90.63	\$103.13
Youth/Student	\$87.50	\$126.88	\$144.38
Senior Single	\$87.50	\$126.88	\$144.38
Senior 2 Person	\$162.50	\$235.63	\$268.13
Family	\$312.50	\$453.13	\$515.63
<b>Yearly</b>			
Adult Single	\$475.00	\$688.75	\$783.75
Adult 2 Person	\$875.00	\$1,268.75	\$1,443.75
Dependent	\$200.00	\$290.00	\$330.00
Youth/Student	\$237.50	\$344.38	\$391.88
Senior Single	\$237.50	\$344.38	\$391.88
Senior 2 Person	\$437.50	\$634.38	\$721.88
Family	\$1,000.00	\$1,450.00	\$1,650.00

YEAR 2			YEAR 3			YEAR 4		
Resident Rate	Non-Resident Rate	Non-County Rate	Resident Rate	Non-Resident Rate	Non-County Rate	Resident Rate	Non-Resident Rate	Non-County Rate
\$84.22	\$122.11	\$138.96	\$87.29	\$126.57	\$144.03	\$90.48	\$131.19	\$149.28
\$58.30	\$84.54	\$96.20	\$60.43	\$87.63	\$99.71	\$62.64	\$90.82	\$103.35
\$58.30	\$84.54	\$96.20	\$60.43	\$87.63	\$99.71	\$62.64	\$90.82	\$103.35
\$142.52	\$206.65	\$235.16	\$147.72	\$214.19	\$243.74	\$153.11	\$222.01	\$252.64
\$259.13	\$375.73	\$427.56	\$268.58	\$389.45	\$443.16	\$278.39	\$403.66	\$459.34
\$64.78	\$93.93	\$106.89	\$67.15	\$97.36	\$110.79	\$69.60	\$100.92	\$114.83
\$90.69	\$131.51	\$149.64	\$94.00	\$136.31	\$155.11	\$97.44	\$141.28	\$160.77
\$90.69	\$131.51	\$149.64	\$94.00	\$136.31	\$155.11	\$97.44	\$141.28	\$160.77
\$168.43	\$244.23	\$277.91	\$174.58	\$253.14	\$288.06	\$180.95	\$262.38	\$298.57
\$323.91	\$469.66	\$534.45	\$335.73	\$486.81	\$553.95	\$347.98	\$504.58	\$574.17
\$492.34	\$713.89	\$812.36	\$510.31	\$739.95	\$842.01	\$528.93	\$766.95	\$872.74
\$906.94	\$1,315.06	\$1,496.45	\$940.04	\$1,363.06	\$1,551.07	\$974.35	\$1,412.81	\$1,607.68
\$207.30	\$300.59	\$342.05	\$214.87	\$311.56	\$354.53	\$222.71	\$322.93	\$367.47
\$246.17	\$356.94	\$406.18	\$255.15	\$369.97	\$421.00	\$264.47	\$383.48	\$436.37
\$246.17	\$356.94	\$406.18	\$255.15	\$369.97	\$421.00	\$264.47	\$383.48	\$436.37
\$453.47	\$657.53	\$748.22	\$470.02	\$681.53	\$775.53	\$487.18	\$706.41	\$803.84
\$1,036.50	\$1,502.93	\$1,710.23	\$1,074.33	\$1,557.78	\$1,772.65	\$1,113.55	\$1,614.64	\$1,837.35



Rate Category	YEAR 1		YEAR 2		YEAR 3		YEAR 4	
	Capture Rate	Revenue	Capture Rate	Revenue	Capture Rate	Revenue	Capture Rate	Revenue
<b>20 Swim Pass</b>								
Adult	85%	\$15,577	90%	\$16,146	95%	\$16,735	100%	\$17,346
Youth	85%	\$3,235	90%	\$3,353	95%	\$3,476	100%	\$3,603
Senior	85%	\$7,549	90%	\$7,824	95%	\$8,110	100%	\$8,406
<b>3 Months</b>								
Adult Single	85%	\$7,030	90%	\$7,286	95%	\$7,552	100%	\$7,828
Adult 2 Person	85%	\$3,195	90%	\$3,312	95%	\$3,433	100%	\$3,558
Dependent	85%	\$399	90%	\$414	95%	\$429	100%	\$445
Youth/Student	85%	\$1,118	90%	\$1,159	95%	\$1,201	100%	\$1,245
Senior Single	85%	\$2,237	90%	\$2,318	95%	\$2,403	100%	\$2,491
Senior 2 Person	85%	\$2,077	90%	\$2,153	95%	\$2,231	100%	\$2,313
Family	85%	\$1,997	90%	\$2,070	95%	\$2,146	100%	\$2,224
<b>Yearly</b>								
Adult Single	85%	\$145,706	90%	\$151,025	95%	\$156,537	100%	\$162,251
Adult 2 Person	85%	\$67,102	90%	\$69,551	95%	\$72,089	100%	\$74,721
Dependent	85%	\$7,669	90%	\$7,949	95%	\$8,239	100%	\$8,540
Youth/Student	85%	\$18,213	90%	\$18,878	95%	\$19,567	100%	\$20,281
Senior Single	85%	\$36,427	90%	\$37,756	95%	\$39,134	100%	\$40,563
Senior 2 Person	85%	\$33,551	90%	\$34,775	95%	\$36,045	100%	\$37,360
Family	85%	\$38,344	90%	\$39,743	95%	\$41,194	100%	\$42,698
<b>TOTAL</b>		<b>\$391,426</b>		<b>\$405,713</b>		<b>\$420,521</b>		<b>\$435,870</b>



Class Name	Year 2					Year 3					Year 4				
	Rate	Capture Rate	Revenue	Hourly Rate	Staffing Cost	Rate	Capture Rate	Revenue	Hourly Rate	Staffing Cost	Rate	Capture Rate	Revenue	Hourly Rate	Staffing Cost
Water Introduction															
6-Week Session	\$36.28	90%	\$1,959	\$21.63	\$389	\$37.60	95%	\$2,143	\$22.28	\$401	\$38.97	100%	\$2,338	\$22.95	\$413
8-Week Session	\$46.64	90%	\$2,099	\$21.63	\$389	\$48.34	95%	\$2,296	\$22.28	\$401	\$50.11	100%	\$2,505	\$22.95	\$413
Aqua Tots	\$36.28	90%	\$1,959	\$21.63	\$389	\$37.60	95%	\$2,143	\$22.28	\$401	\$38.97	100%	\$2,338	\$22.95	\$413
Skipper I															
6-Week Session	\$36.28	90%	\$2,351	\$21.63	\$389	\$37.60	95%	\$2,572	\$22.28	\$401	\$38.97	100%	\$2,806	\$22.95	\$413
8-Week Session	\$46.64	90%	\$2,519	\$21.63	\$389	\$48.34	95%	\$2,756	\$22.28	\$401	\$50.11	100%	\$3,007	\$22.95	\$413
Rookie I															
6-Week Session	\$36.28	80%	\$1,393	\$21.63	\$389	\$37.60	95%	\$1,715	\$22.28	\$401	\$38.97	100%	\$1,871	\$22.95	\$413
8-Week Session	\$46.64	90%	\$4,869	\$21.63	\$389	\$48.34	95%	\$5,328	\$22.28	\$401	\$50.11	100%	\$5,813	\$22.95	\$413
Rookie I															
6-Week Session	\$36.28	90%	\$1,175	\$21.63	\$389	\$37.60	95%	\$1,286	\$22.28	\$401	\$38.97	100%	\$1,403	\$22.95	\$413
8-Week Session	\$46.64	90%	\$3,862	\$21.63	\$389	\$48.34	95%	\$4,225	\$22.28	\$401	\$50.11	100%	\$4,610	\$22.95	\$413
Ranger															
6-Week Session	\$36.28	90%	\$1,763	\$21.63	\$389	\$37.60	95%	\$1,929	\$22.28	\$401	\$38.97	100%	\$2,105	\$22.95	\$413
8-Week Session	\$46.64	90%	\$3,778	\$21.63	\$389	\$48.34	95%	\$4,133	\$22.28	\$401	\$50.11	100%	\$4,510	\$22.95	\$413
Marlin															
6-Week Session	\$36.28	90%	\$2,351	\$21.63	\$389	\$37.60	95%	\$2,572	\$22.28	\$401	\$38.97	100%	\$2,806	\$22.95	\$413
8-Week Session	\$46.64	90%	\$5,037	\$21.63	\$389	\$48.34	95%	\$5,511	\$22.28	\$401	\$50.11	100%	\$6,013	\$22.95	\$413
Water Wonder	\$36.28	90%	\$784	\$21.63	\$389	\$37.60	95%	\$857	\$22.28	\$401	\$38.97	100%	\$935	\$22.95	\$413
Youth Level 1-2															
6-Week Session	\$36.28	90%	\$784	\$21.63	\$389	\$37.60	95%	\$857	\$22.28	\$401	\$38.97	100%	\$935	\$22.95	\$413
8-Week Session	\$46.64	90%	\$1,679	\$21.63	\$389	\$48.34	95%	\$1,837	\$22.28	\$401	\$50.11	100%	\$2,004	\$22.95	\$413
Youth Level 1-2															
6-Week Session	\$36.28	90%	\$1,567	\$21.63	\$389	\$37.60	95%	\$1,715	\$22.28	\$401	\$38.97	100%	\$1,871	\$22.95	\$413
8-Week Session	\$46.64	90%	\$3,022	\$21.63	\$389	\$48.34	95%	\$3,307	\$22.28	\$401	\$50.11	100%	\$3,608	\$22.95	\$413
Youth Level 3															
6-Week Session	\$36.28	90%	\$2,351	\$21.63	\$389	\$37.60	95%	\$2,572	\$22.28	\$401	\$38.97	100%	\$2,806	\$22.95	\$413
8-Week Session	\$46.64	90%	\$2,687	\$21.63	\$389	\$48.34	95%	\$2,939	\$22.28	\$401	\$50.11	100%	\$3,207	\$22.95	\$413
Youth Level 4															
6-Week Session	\$36.28	90%	\$2,351	\$21.63	\$389	\$37.60	95%	\$2,572	\$22.28	\$401	\$38.97	100%	\$2,806	\$22.95	\$413
8-Week Session	\$46.64	90%	\$1,679	\$21.63	\$389	\$48.34	95%	\$1,837	\$22.28	\$401	\$50.11	100%	\$2,004	\$22.95	\$413
Youth Level 5															
6-Week Session	\$51.83	90%	\$1,119	\$21.63	\$389	\$53.72	95%	\$1,225	\$22.28	\$401	\$55.68	100%	\$1,336	\$22.95	\$413
8-Week Session	\$46.64	90%	\$1,679	\$21.63	\$389	\$48.34	95%	\$1,837	\$22.28	\$401	\$50.11	100%	\$2,004	\$22.95	\$413
Youth Level 6	\$51.83	90%	\$1,119	\$21.63	\$389	\$53.72	95%	\$1,225	\$22.28	\$401	\$55.68	100%	\$1,336	\$22.95	\$413
Youth Stroke-n-Turn	\$67.37	90%	\$2,425	\$21.63	\$389	\$69.83	95%	\$2,654	\$22.28	\$401	\$72.38	100%	\$2,895	\$22.95	\$413
Youth Stroke-n-Turn	\$67.37	90%	\$2,425	\$21.63	\$389	\$69.83	95%	\$2,654	\$22.28	\$401	\$72.38	100%	\$2,895	\$22.95	\$413
Aqua Chicken	\$36.28	90%	\$784	\$21.63	\$389	\$37.60	95%	\$857	\$22.28	\$401	\$38.97	100%	\$935	\$22.95	\$413
Adult Beginner															
6-Week Session	\$51.83	90%	\$2,239	\$21.63	\$389	\$53.72	95%	\$2,449	\$22.28	\$401	\$55.68	100%	\$2,673	\$22.95	\$413
8-Week Session	\$67.37	90%	\$2,425	\$21.63	\$389	\$69.83	95%	\$2,654	\$22.28	\$401	\$72.38	100%	\$2,895	\$22.95	\$413
Adult Advanced Beginner	\$51.83	90%	\$1,679	\$21.63	\$389	\$53.72	95%	\$1,837	\$22.28	\$401	\$55.68	100%	\$2,004	\$22.95	\$413
Deep Water Mania	\$67.37	90%	\$3,638	\$21.63	\$389	\$69.83	95%	\$3,980	\$22.28	\$401	\$72.38	100%	\$4,343	\$22.95	\$413
Arthritis	\$67.37	90%	\$3,638	\$21.63	\$389	\$69.83	95%	\$3,980	\$22.28	\$401	\$72.38	100%	\$4,343	\$22.95	\$413
Arthritis	\$67.37	90%	\$3,638	\$21.63	\$389	\$69.83	95%	\$3,980	\$22.28	\$401	\$72.38	100%	\$4,343	\$22.95	\$413
Aqua Burn	\$67.37	90%	\$4,548	\$21.63	\$389	\$69.83	95%	\$4,976	\$22.28	\$401	\$72.38	100%	\$5,429	\$22.95	\$413
Aqua Zumba	\$51.83	90%	\$2,099	\$21.63	\$389	\$53.72	95%	\$2,296	\$22.28	\$401	\$55.68	100%	\$2,505	\$22.95	\$413
Tides in Motion	\$3.11	90%	\$3,638	\$21.63	\$389	\$3.22	95%	\$3,980	\$22.28	\$401	\$3.34	100%	\$4,343	\$22.95	\$413
Fit After Fifty	\$3.11	90%	\$3,638	\$21.63	\$389	\$3.22	95%	\$3,980	\$22.28	\$401	\$3.34	100%	\$4,343	\$22.95	\$413
Senior Water Exercise	\$2.07	90%	\$2,425	\$21.63	\$389	\$2.15	95%	\$2,654	\$22.28	\$401	\$2.23	100%	\$2,895	\$22.95	\$413
Aqua Mixer	\$3.11	90%	\$1,203	\$21.63	\$389	\$3.22	95%	\$1,317	\$22.28	\$401	\$3.34	100%	\$1,436	\$22.95	\$413
Aqua Blast	\$3.11	90%	\$1,231	\$21.63	\$389	\$3.22	95%	\$1,347	\$22.28	\$401	\$3.34	100%	\$1,470	\$22.95	\$413
			\$97,612	Total	\$15,963			\$106,986	Total	\$16,442			\$116,727	Total	\$16,935
				Benefits	12%				Benefits	12%				Benefits	12%
				Total Staffing	\$17,878				Total Staffing	\$18,415				Total Staffing	\$18,967
				Total Expenses	\$17,878				Total Expenses	\$18,415				Total Expenses	\$18,967
				Net Revenue	\$79,733				Net Revenue	\$88,571				Net Revenue	\$97,760

103.65%
103.00%

<b>YEAR 1</b>			
<b>Birthday Parties</b>	<b># of Parties</b>	<b>Birthday Package</b>	<b>Revenue</b>
Up to 15 Children	40	\$125.00	\$5,000
Up to 20 Children	40	\$150.00	\$6,000
Up to 25 Children	40	\$175.00	\$7,000
Up to 30 Children	40	\$200.00	\$8,000
<b>Total</b>	<b>160</b>		<b>\$26,000</b>

<b>YEAR 2</b>			
<b>Birthday Parties</b>	<b># of Parties</b>	<b>Rental Fee</b>	<b>Rental Revenue</b>
Up to 10 Children	50	\$129.56	\$6,478
11-15 Children	50	\$155.48	\$7,774
16-20 Children	50	\$181.39	\$9,069
21-25 Children	50	\$207.30	\$10,365
<b>Total</b>	<b>200</b>		<b>\$33,686</b>

<b>YEAR 3</b>			
<b>Birthday Parties</b>	<b># of Parties</b>	<b>Rental Fee</b>	<b>Rental Revenue</b>
Up to 10 Children	50	\$134.29	\$6,715
11-15 Children	50	\$161.15	\$8,057
16-20 Children	50	\$188.01	\$9,400
21-25 Children	50	\$214.87	\$10,743
<b>Total</b>	<b>200</b>		<b>\$34,916</b>

<b>YEAR 4</b>			
<b>Birthday Parties</b>	<b># of Parties</b>	<b>Rental Fee</b>	<b>Rental Revenue</b>
Up to 10 Children	50	\$139.19	\$6,960
11-15 Children	50	\$167.03	\$8,352
16-20 Children	50	\$194.87	\$9,744
21-25 Children	50	\$222.71	\$11,135
<b>Total</b>	<b>200</b>		<b>\$36,190</b>

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
Operating Week	40	50	50	50
Birthday Parties/Week	4	4	4	4
Total Parties	160	200	200	200
<b>Net Revenue</b>	<b>\$26,000</b>	<b>\$33,686</b>	<b>\$34,916</b>	<b>\$36,190</b>

**YEAR 1**

Aquatic Rentals	Available Per day	Available Per Week	Available Per Year	Rate per Lane	Maximum Rental Revenue	Capture Rate	Revenue
Rental Lanes	14	98	4,900	\$21	\$102,900	25%	\$25,725

Pool Rental	Non-Operating Hours	Capture Rate	Total Hours	Rate Per Hour	Revenue
Competition Pool	350	65%	227.5	\$450	\$102,375

Pool Rental (Event)	Times Per Year	Rate Per Event	Revenue
Competition Pool	0	\$7,500	\$0.00

<b>Total Revenue</b>	<b>\$128,100</b>
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**YEAR 2**

Aquatic Rentals	Available Per day	Available Per Week	Available Per Year	Rate per Lane	Maximum Rental Revenue	Capture Rate	Revenue
Rental Lanes	14	98	4,900	\$21	\$102,900	25%	\$25,725

Pool Rental	Non-Operating Hours	Capture Rate	Total Hours	Rate Per Hour	Revenue
Competition Pool	350	65%	227.5	\$450	\$102,375

Pool Rental (Event)	Times Per Year	Rate Per Event	Revenue
Competition Pool	0	\$7,500	\$0.00

<b>Total Revenue</b>	<b>\$128,100</b>
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**YEAR 3**

Aquatic Rentals	Available Per day	Available Per Week	Available Per Year	Rate per Lane	Maximum Rental Revenue	Capture Rate	Revenue
Rental Lanes	14	98	4,900	\$21	\$102,900	25%	\$25,725

Pool Rental	Non-Operating Hours	Capture Rate	Total Hours	Rate Per Hour	Revenue
Competition Pool	350	65%	227.5	\$450	\$102,375

Pool Rental (Event)	Times Per Year	Rate Per Event	Revenue
Competition Pool	2	\$7,500	\$15,000.00

<b>Total Revenue</b>	<b>\$143,100</b>
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**YEAR 4**

Aquatic Rentals	Available Per day	Available Per Week	Available Per Year	Rate per Lane	Maximum Rental Revenue	Capture Rate	Revenue
Rental Lanes	14	98	4,900	\$21	\$102,900	25%	\$25,725

Pool Rental	Non-Operating Hours	Capture Rate	Total Hours	Rate Per Hour	Revenue
Competition Pool	350	65%	227.5	\$450	\$102,375

Pool Rental (Event)	Times Per Year	Rate Per Event	Revenue
Competition Pool	3	\$7,500	\$22,500.00

<b>Total Revenue</b>	<b>\$150,600</b>
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YEAR 1	Fee Charge	# Sessions Per Year	Rate/Session	Revenue	Personal Trainer Expense	Net Revenue
Personal Training (1 Hour)	Yes	400	\$40	\$16,000	\$10,000	\$6,000
Personal Training (4 Hour)	Yes	300	\$35	\$10,500	\$7,500	\$3,000
Personal Training (8 Hour)	Yes	200	\$30	\$6,000	\$5,000	\$1,000
<b>Total</b>				<b>\$32,500</b>	<b>\$22,500</b>	<b>\$10,000</b>

YEAR 2	Fee Charge	# Sessions Per Year	Rate/Session	Revenue	Personal Trainer Expense	Net Revenue
Personal Training (1 Hour)	Yes	400	\$41	\$16,584	\$12,772	\$3,812
Personal Training (4 Hour)	Yes	300	\$36	\$10,883	\$9,579	\$1,304
Personal Training (8 Hour)	Yes	200	\$31	\$6,219	\$6,386	-\$167
<b>Total</b>				<b>\$33,686</b>	<b>\$28,737</b>	<b>\$2,475</b>

YEAR 3	Fee Charge	# Sessions Per Year	Rate/Session	Revenue	Personal Trainer Expense	Net Revenue
Personal Training (1 Hour)	Yes	400	\$43	\$17,189	\$13,155	\$4,034
Personal Training (4 Hour)	Yes	300	\$38	\$11,280	\$9,866	\$1,414
Personal Training (8 Hour)	Yes	200	\$32	\$6,446	\$6,578	-\$132
<b>Total</b>				<b>\$34,916</b>	<b>\$29,599</b>	<b>\$2,658</b>

YEAR 4	Fee Charge	# Sessions Per Year	Rate/Session	Revenue	Personal Trainer Expense	Net Revenue
Personal Training (1 Hour)	Yes	400	\$45	\$17,817	\$13,550	\$4,267
Personal Training (4 Hour)	Yes	300	\$39	\$11,692	\$10,162	\$1,530
Personal Training (8 Hour)	Yes	200	\$33	\$6,681	\$6,775	-\$94
<b>Total</b>				<b>\$36,190</b>	<b>\$30,487</b>	<b>\$2,852</b>

Revenue Escalation	103.65%
Expense Escalation	103.00%

Other Revenues	YEAR 1	YEAR 2	YEAR 3	YEAR 4
	85%	90%	95%	100%
<b>Corporate Membership</b>				
Membership	\$125,000	\$125,000	\$125,000	\$125,000
<b>Room Rentals</b>				
Multipurpose Community Rooms	\$64,260	\$68,040	\$71,820	\$75,600
<b>Gymnasium</b>				
Leagues	\$15,000	\$16,500	\$17,500	\$18,500
Rentals	\$35,000	\$35,000	\$35,000	\$35,000
<b>Fitness Revenue</b>				
Classes	\$35,700	\$37,800	\$39,900	\$42,000
<b>Locker Rentals</b>				
Locker Rentals	\$1,000	\$1,500	\$1,750	\$2,000
<b>Child Watch</b>				
Drop Off	\$500	\$1,000	\$1,500	\$2,000
<b>Retail Revenue</b>				
Vending	\$500	\$1,000	\$1,250	\$1,500
<b>Total Other Revenues</b>	<b>\$276,960</b>	<b>\$285,840</b>	<b>\$293,720</b>	<b>\$301,600</b>

Room Rentals	Room #1	Room #2
Hours Available Per Day	10	10
Hours Available Per Week	70	70
Hours Rental Hours Per Year	3500	3500
Rental Capture Rate - Reston	15%	15%
Rental Capture Rate - Non Reston	15%	15%
Rental Hours - Reston	525	525
Rental Hours - Non Reston	525	525
Reston Rate	\$24	\$24
Non-Reston Rate	\$48	\$48
Rental Revenue - Reston	\$12,600	\$12,600
Rental Revenue - Non Reston	\$25,200	\$25,200
<b>Total Revenue</b>	<b>\$37,800</b>	<b>\$37,800</b>

Fitness Room	Room #1	Room #2
Classes Per Day	8	8
Classes Per Week	56	56
Participants Per Class	15	15
Average Rate/Class (discounted for Instructor)	\$25	\$25
Total Revenue	\$21,000	\$21,000

Financial Model

Operating Expense - Assumptions

Operating Expenses	Admin Area	Fitness Area	Wet Area	Community Spaces	Support/Circulation	Total
Square Footage	2,000	25,580	27,400	3,550	26,399	84,929
<i>Percentage of Building</i>	2%	30%	32%	4%	31%	
Advertising/Marketing	\$3,000	\$38,370	\$41,100	\$5,325	\$0	\$87,795
General Expenses	\$1,000	\$12,790	\$13,700	\$1,775	\$0	\$29,265
Aquatic Supplies	\$0	\$0	\$24,000	\$0	\$0	\$24,000
Utilities	\$7,000	\$89,530	\$139,740	\$12,425	\$92,397	\$341,092
Repair and Maintenance Preventative	\$2,000	\$25,580	\$27,400	\$3,550	\$26,399	\$84,929
Custodial	\$2,000	\$25,580	\$27,400	\$3,550	\$26,399	\$84,929
Repair and Maintenance General	\$2,000	\$25,580	\$27,400	\$3,550	\$26,399	\$84,929
Contracted Services	\$1,500	\$19,185	\$20,550	\$2,663	\$19,799	\$63,697
<b>Total Operating Expenses</b>	<b>\$18,500</b>	<b>\$236,615</b>	<b>\$321,290</b>	<b>\$32,838</b>	<b>\$191,393</b>	<b>\$800,635</b>
<i>Cost Per Sf</i>	<i>\$9.25</i>	<i>\$9.25</i>	<i>\$11.73</i>	<i>\$9.25</i>	<i>\$7.25</i>	<i>\$9.43</i>
Year 1	\$19,000	\$237,000	\$321,000	\$33,000	\$191,000	\$801,000
Year 2	\$19,000	\$244,000	\$331,000	\$34,000	\$197,000	\$825,000
Year 3	\$20,000	\$251,000	\$341,000	\$35,000	\$203,000	\$849,000
Year 4	\$20,000	\$259,000	\$351,000	\$36,000	\$209,000	\$875,000
<b>Per Square Foot Assumptions</b>						
Advertising/Marketing	\$1.50	\$1.50	\$1.50	\$1.50	\$0.00	
General Expenses	\$0.50	\$0.50	\$0.50	\$0.50	\$0.00	
Aquatic Supplies	\$0.00	\$0.00	\$12.00	\$0.00	\$0.00	
Utilities	\$3.50	\$3.50	\$5.10	\$3.50	\$3.50	
Repair and Maintenance Preventative	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	
Custodial	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	
Repair and Maintenance General	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	
Contracted Services	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	



<b>Administration</b>						
<b>Position</b>	<b>Type</b>	<b>FTE</b>	<b>Wage</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total</b>
General Manager	FT	1.00	\$80,000	\$80,000	\$25,600	\$105,600
Assistant Manager (Business, Passes, etc)	FT	1.00	\$60,000	\$60,000	\$19,200	\$79,200
Assistant Manager (Community Outreach, Programming)	FT	0.00	\$60,000	\$0	\$0	\$0
Front Desk/Member Service	FT	1.00	\$45,000	\$45,000	\$14,400	\$59,400
<b>Full Time Positions</b>		<b>3.00</b>		<b>\$185,000</b>	<b>\$59,200</b>	<b>\$244,000</b>

<b>Aquatics Operations</b>						
<b>Position</b>	<b>Type</b>	<b>FTE</b>	<b>Wage</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total</b>
Aquatics Operations Manager	FT	1.00	\$60,000	\$60,000	\$19,200	\$79,200
Assistant Aquatics Operations Manager	FT	1.00	\$50,000	\$50,000	\$16,000	\$66,000
Building Operations Supervisor/Aquatics Engineer	FT	0.00	\$60,000	\$0	\$0	\$0
Aquatic Programs Manager	FT	1.00	\$50,000	\$50,000	\$16,000	\$66,000
<b>Full Time Positions</b>		<b>3.00</b>		<b>\$160,000</b>	<b>\$51,200</b>	<b>\$211,000</b>

<b>Fitness</b>						
<b>Position</b>	<b>Type</b>	<b>FTE</b>	<b>Wage</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total</b>
Fitness Manager	FT	1.00	\$55,000	\$55,000	\$17,600	\$72,600
<b>Full Time Positions</b>		<b>1.00</b>		<b>\$55,000</b>	<b>\$17,600</b>	<b>\$72,600</b>

Reston Community Center  
 Financial Model  
 Personnel Assumptions

Benefits Rate - P/T 12%  
 Operation Weeks 50  
 Personnel Expense Inflatior 103.00%

<b>Administration</b>						
<b>Position</b>	<b>Type</b>	<b>Hours</b>	<b>Rate</b>	<b>Total</b>	<b>Benefits</b>	<b>Total</b>
Control Desk Attendant	PT	8,200	\$13.25	\$108,650	\$13,038	\$121,688
Youth Programming	PT	6,000	\$13.25	\$79,500	\$9,540	\$89,040
<b>Full Time Positions</b>				<b>\$108,650</b>	<b>\$13,038</b>	<b>\$122,000</b>

<b>Aquatics Operations</b>						
<b>Position</b>	<b>Type</b>	<b>Hours</b>	<b>Rate</b>	<b>Total</b>	<b>Benefits</b>	<b>Total</b>
Head Lifeguards	PT	5,400	\$13.25	\$71,550	\$8,586	\$80,136
Lifeguards - Competition Pools	PT	14,850	\$13.25	\$196,763	\$23,612	\$220,374
<b>Full Time Positions</b>				<b>\$268,313</b>	<b>\$32,198</b>	<b>\$301,000</b>

<b>Fitness</b>						
<b>Position</b>	<b>Type</b>	<b>Hours</b>	<b>Rate</b>	<b>Total</b>	<b>Benefits</b>	<b>Total</b>
Fitness Attendant	PT	5,000	\$13.25	\$66,250	\$7,950	\$74,200
<b>Full Time Positions</b>				<b>\$66,250</b>	<b>\$7,950</b>	<b>\$74,000</b>

Hours of Operation	Monday Friday	6am 9pm	15
	Saturday	8am 8pm	12
	Sunday	9am 7pm	10
	<b>Total Hours</b>		<b>37</b>

4850

**Monday Through Friday**

Facility Location/Position	1 05:00 AM	2 06:00 AM	3 07:00 AM	4 08:00 AM	5 09:00 AM	6 10:00 AM	7 11:00 AM	8 12:00 PM	9 01:00 PM	10 02:00 PM	11 03:00 PM	12 04:00 PM	13 05:00 PM	14 06:00 PM	15 07:00 PM	16 08:00 PM	17 09:00 PM	18 10:00 PM	19 11:00 PM	Total Weekly Hours Staffed	Total FTE
<b>Administration</b>																					
General Manager	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
Assistant Manager (Business, Passes, etc)	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
Assistant Manager (Community Outreach, Programming)	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
Front Desk/Member Service	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
<b>Aquatics</b>																					
Aquatics Operations Manager	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
Assistant Aquatics Operations Manager	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
Building Operations Supervisor/Aquatics Engineer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	85	2.13
Aquatic Programs Manager	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
<b>Fitness</b>																					
Fitness Manager	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>1</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>405</b>	<b>10.13</b>

**Saturday**

Facility Location/Position	1 05:00 AM	2 06:00 AM	3 07:00 AM	4 08:00 AM	5 09:00 AM	6 10:00 AM	7 11:00 AM	8 12:00 PM	9 01:00 PM	10 02:00 PM	11 03:00 PM	12 04:00 PM	13 05:00 PM	14 06:00 PM	15 07:00 PM	16 08:00 PM	17 09:00 PM	18 10:00 PM	19 11:00 PM	Total Saturday Hours Staffed	Total FTE
<b>Administration</b>																					
General Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Assistant Manager (Business, Passes, etc)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Assistant Manager (Community Outreach, Programming)	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	12	0.30
Front Desk/Member Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
<b>Aquatics</b>																					
Aquatics Operations Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Assistant Aquatics Operations Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Building Operations Supervisor/Aquatics Engineer	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	13	0.33
Aquatic Programs Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
<b>Fitness</b>																					
Fitness Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0.63</b>

**Sunday**

Facility Location/Position	1 05:00 AM	2 06:00 AM	3 07:00 AM	4 08:00 AM	5 09:00 AM	6 10:00 AM	7 11:00 AM	8 12:00 PM	9 01:00 PM	10 02:00 PM	11 03:00 PM	12 04:00 PM	13 05:00 PM	14 06:00 PM	15 07:00 PM	16 08:00 PM	17 09:00 PM	18 10:00 PM	19 11:00 PM	Total Sunday Hours Staffed	Total FTE
<b>Administration</b>																					
General Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Assistant Manager (Business, Passes, etc)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Assistant Manager (Community Outreach, Programming)	0	0	0	0	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	10	0.25
Front Desk/Member Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
<b>Aquatics</b>																					
Aquatics Operations Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Assistant Aquatics Operations Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Building Operations Supervisor/Aquatics Engineer	0	0	0	0	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	9	0.23
Aquatic Programs Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
<b>Fitness</b>																					
Fitness Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>0.475</b>

Hours of Operation	Monday Friday	6am 9pm	15
	Saturday	8am 8pm	12
	Sunday	9am 7pm	10
	<b>Total Hours</b>		<b>37</b>

4850

**Monday Through Friday**

Facility Location/Position	1 05:00 AM	2 06:00 AM	3 07:00 AM	4 08:00 AM	5 09:00 AM	6 10:00 AM	7 11:00 AM	8 12:00 PM	9 01:00 PM	10 02:00 PM	11 03:00 PM	12 04:00 PM	13 05:00 PM	14 06:00 PM	15 07:00 PM	16 08:00 PM	17 09:00 PM	18 10:00 PM	19 11:00 PM	Total Weekly Hours Staffed	Total FTE	
<b>Administration</b>																						
Control Desk Attendant	1	1	1	1	2	2	2	2	2	2	2	2	2	1	1	1	1	0	0	125	3.00	
Youth Programming	0	0	0	0	0	2	2	2	2	2	2	2	2	2	0	0	0	0	0	90	2.16	
<b>Aquatics</b>																						
Head Lifeguards	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	87.5	2.10	
Lifeguards - Competition Pools	0	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	0	0	240	5.77	
<b>Fitness</b>																						
Fitness Attendant	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	80	1.92	
<b>Total</b>	<b>2</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>622.5</b>	<b>14.96</b>	

**Saturday**

Facility Location/Position	1 05:00 AM	2 06:00 AM	3 07:00 AM	4 08:00 AM	5 09:00 AM	6 10:00 AM	7 11:00 AM	8 12:00 PM	9 01:00 PM	10 02:00 PM	11 03:00 PM	12 04:00 PM	13 05:00 PM	14 06:00 PM	15 07:00 PM	16 08:00 PM	17 09:00 PM	18 10:00 PM	19 11:00 PM	Total Weekly Hours Staffed	Total FTE	
<b>Administration</b>																						
Control Desk Attendant	0	0	0	2	2	2	2	2	2	2	2	2	2	1	1	1	0	0	0	23	0.55	
Youth Programming	0	0	0	0	2	2	2	2	2	2	2	2	2	0	0	0	0	0	0	18	0.43	
<b>Aquatics</b>																						
Head Lifeguards	0	0	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	11.5	0.28	
Lifeguards - Competition Pools	0	0	0	3	3	3	3	3	3	3	3	3	3	0	0	0	0	0	0	33	0.79	
<b>Fitness</b>																						
Fitness Attendant	0	0	0	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	11	0.26	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>96.5</b>	<b>2.32</b>	

**Sunday**

Facility Location/Position	1 05:00 AM	2 06:00 AM	3 07:00 AM	4 08:00 AM	5 09:00 AM	6 10:00 AM	7 11:00 AM	8 12:00 PM	9 01:00 PM	10 02:00 PM	11 03:00 PM	12 04:00 PM	13 05:00 PM	14 06:00 PM	15 07:00 PM	16 08:00 PM	17 09:00 PM	18 10:00 PM	19 11:00 PM	Total Weekly Hours Staffed	Total FTE	
<b>Administration</b>																						
Control Desk Attendant	0	0	0	0	0	2	2	2	2	2	2	2	2	0	0	0	0	0	0	16	0.38	
Youth Programming	0	0	0	0	0	0	2	2	2	2	2	2	0	0	0	0	0	0	0	12	0.29	
<b>Aquatics</b>																						
Head Lifeguards	0	0	0	0	0	1	1	1	1	1	1	1	1	0	0	0	0	0	0	9	0.22	
Lifeguards - Competition Pools	0	0	0	0	0	3	3	3	3	3	3	3	3	0	0	0	0	0	0	24	0.58	
<b>Fitness</b>																						
Fitness Attendant	0	0	0	0	0	1	1	1	1	1	1	1	1	0	0	0	0	0	0	9	0.22	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>1.68</b>	