



**Reston Community Center
Board of Governors
July 1, 2013
8:00 p.m.
Meeting Agenda**

8:00 – Call to Order	Beverly Cosham, Chair
8:02 – Approval of Agenda	Beverly Cosham, Chair
8:03 – Approval of Minutes and Board Actions	Beverly Cosham, Chair
• Approval of June 3, 2013 Board Minutes (As Reviewed and Approved by the Board Secretary)	
• Approval of June 3, 2013 Board Actions (As Reviewed and Approved by the Board Secretary)	
8:05 – Chair’s Remarks	Beverly Cosham, Chair
8:08 – Introduction of Visitors	
8:10 – Citizen Input	
8:25 – Committee Reports	
• June 3 Long Range Planning Committee Meeting	Bill Penniman, Committee Vice Chair
• June 10 Special Board Meeting	Bill Penniman, Board Secretary
• June 17 Annual Public Hearing for Programs & Budget	Bill Penniman, Board Secretary
• July 1 Preference Poll Committee Meeting	Bill Penniman, Committee Chair
8:35 – Approval of Committee Reports	Beverly Cosham, Chair
8:40 – Board Member Input on Activities Attended	
8:50 – Executive Director’s Report	Leila Gordon, Executive Director
8:55 – Old Business	Beverly Cosham, Chair
9:00 – New Business	Beverly Cosham, Chair
9:05 – Adjournment	

Reminders:

Event	Date	Time
Building Committee Meeting	July 8	6:30 p.m.
Building Committee Meeting	July 22	6:30 p.m.



**SUMMARY OF MINUTES
RESTON COMMUNITY CENTER
BOARD OF GOVERNORS MEETING
JUNE 3, 2013**

Present were:

- Beverly Cosham, Board Chair
- Bill Bouie
- Bill Penniman
- Roger Lowen
- Gerald Zavala
- Lisa Ehrhardt
- Cathy Vivona
- Vicky Wingert

Absent and Excused:

- Bill Keefe

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- Cristin Bratt, Public Information Officer
- BeBe Nguyen, Media Director

The Chair called the meeting to order at 8:51 p.m.

MOTION #1:

Approval of the Agenda:

Bill P. moved that the Agenda be approved as written. Roger seconded the motion. The motion passed unanimously.

MOTION #2:

Approval of the May 6, 2013 Board Minutes:

Cathy moved that the Board approve the May 6, 2013 Board Minutes. Vicky seconded the motion. The motion passed unanimously.

MOTION #3:

Approval of the May 6, 2013 Board Actions:

Cathy moved that the Board approve the May 6, 2013 Board Actions. Roger seconded the motion. The motion passed unanimously.

Chair's Remarks

Bev thanked everyone who came out tonight and indicated that the reason we're starting this meeting so late is because we had an earlier Long Range Planning Committee meeting. There was a lot of citizen input and the Board wants to keep hearing from the community as we proceed with this lengthy process. She said we're not even at the middle yet.

Introduction of Visitors

There were no visitors.

Citizen Input

Tammi Petrine, Reston Citizens Association, is here because she heard that the Board is discussing fees at this meeting. She requested that civic organizations be eligible for free meeting space at Reston Community Center, which is the case at McLean Community Center. Leila responded that it is not part of our current operating procedures, though RCC community partners receive priority consideration for scheduling. Tammi understands that, but hopes that it might be changed for organizations that are solely for the benefit of the community and don't have fundraising capabilities.

Committee Reports:

May 6 Long Range Planning Committee Report

Bill P. said the May 6 Long Range Planning Committee meeting consisted of a presentation from Craig Levin of Brailsford & Dunlavey, who provided an update on where they were with the report that was ultimately presented tonight. There was community input, all of which is detailed in the minutes, which he encouraged everyone to take a look at.

May 13 Finance Committee Report

Bill P. recapped the May 13 Finance Committee meeting. He indicated that the Committee had two major activities at that meeting. The first was to review the monthly financial situations, looking at the costs and revenues and where they stand relative to the original budget forecasts. In short, we are in good shape; we will not run over our budget. If anything, he said that we may have significant savings relative to the original budget. The second item was discussion of user fees. He said that Leila presented the staff recommendation for fees (please see attached document: Staff Recommendations on Fees, May 13, 2013). The committee had considerable discussion that centered on FY14 fees and a ramp for how those fees might change over time. They decided not to take any action on any years beyond FY14, since they thought it would be better to review those fees annually. He indicated that the committee members voted to make a motion to the full Board to approve those fees as they were presented to them that day.

Bill indicated that after the May 13 meeting, Leila and the staff took a further look at the fee recommendations made on May 13. They provided the FY12 Aquatics Revenue breakdown (see attached), as requested by the Board at the May 13 Committee Meeting. They also came back with a slight modification of the original fee recommendations (see attached document: Staff Fee Recommendations: Update from May 13 Finance Committee Meeting). Bill P. reviewed some of the changes between the May 13 fees and the updated May 17 fees (all can be found on the attachments). He indicated that at this point, the Finance Committee has somewhat of a quandary. The Committee considered one recommendation, but subsequently received additional recommendations with minor changes from the staff. Bill P. said that while committee members received the updated numbers just after the May 13 meeting, they have not vetted the new numbers together. He said the numbers are not substantially different, but asked Leila to give us her reasoning for the changes. Leila said that the Finance Committee raised several questions on May 13, including a concern that the recommendations did not preserve the relationship of a 50 percent reduction between Adult Swim Passes and Youth/Senior Swim Passes. Leila indicated that upon further staff review, it was determined that we could adjust some numbers in order to establish an average increase of roughly 1/3 of the existing fees. She said they did not want to deal in pennies, so they rounded numbers where necessary. She reiterated that the staff is still committed to gradual increases over time, in order to establish a better cost recovery ratio and keep us in line with comparable facilities. She indicated that the Herndon Community Center rate per swim is \$6 and the Park Authority rate is \$8. RCC staff is proposing \$4 in FY14, so we are still below charges from similar public facilities. The increase is designed to put us on a path to a more sustainable approach to pricing and cost recovery. She added that the largest increase is for drop-in water aerobics passes because we have never charged for the instruction level in those programs. Staff is also looking at an implementation strategy that would allow existing patrons to use passes purchased before the rate increase takes effect. Three-month and annual passes are date-restricted and can be used until they expire, at which point they will renew at the new rate. She said that the FY14 revenue impact is tough to determine because we can't predict the effect of these increased fees until FY15.

Bill P. asked if the 20-class swim pass has an expiration date. Leila said no but that the staff has discussed adding a timeframe to the pass. She added there would be a limit on the number of 20-visit passes that can be purchased between now and the date of the rate increases. Bill P. asked if the passes were transferable. Pam Leary, Customer Service Manager, explained that the "passes" are not physical passes, but rather are visits that are loaded on to the patron's card that is used to access the pool. They therefore could not be transferred.

Leila added the staff has a meeting scheduled on June 5 to discuss the logistics of implementing new fees between now and September 1 when the new fees take effect.

Bill P. asked if the Board needed a decision on fee increases in time for the June 17 Annual Hearing for Programs and Budget. Leila indicated that we're not adjusting the FY14 revenue projections, but that we

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need this information in order to create the fund balance outline proposal. She said it will have an impact on revenue and we should therefore note it. She confirmed that the Board did need to take action on the fee schedule this evening. Gerald indicated that the updated fee recommendations are in the same spirit of what was reviewed and taken action on during the May 13 Finance Committee Meeting. After reviewing the numbers, he said most of the numbers seem to have been reduced or adjusted to address Board concerns. Gerald said he'd like to move forward with making a motion to approve the revised fee schedule.

Cathy asked some general questions on the Finance Committee report first. She asked what the Board expenses under operational expenses included. Leila indicated that that things such as our studies, hospitality, and the strategic planning session.

Regarding the revised fee schedule, Cathy wants to word the motion to ensure that the fees will be revisited annually.

MOTION #4:

Approval of the May 17, 2013 Updated Staff Fee Recommendations for FY14, provided that all fees will be reviewed in future years for possible changes

Bill P. requested that the Board amend the May 13 Finance Committee recommendation: He moved to approve the May 17 Staff Fee Recommendations for FY14, provided that all fees will be reviewed in future years for possible changes. Roger seconded the motion. The motion passed unanimously.

MOTION #5:

Approval of the May 6, 2013 Long Range Planning Committee Report

Cathy moved that the Board approve the Long Range Planning Committee report. Bill P. seconded the motion. The motion passed unanimously.

MOTION #6:

Approval of the May 13, 2013 Finance Committee Report

Cathy moved that the Board approve the May 13 Finance Committee Report, with the amended recommendation for Board action (see Motion 4 above). Vicky seconded the motion. The motion passed unanimously.

Board Member Input on Activities Attended

Gerald said he attended the opening of the Northern Virginia Fine Arts Festival, where he saw a great cross-section of the arts community that RCC supports.

Roger said he was away part of the month and didn't attend all of the Board meetings, but did get the chance to attend the May 7 Park Authority meeting. Yesterday, he survived his 2nd Sprint triathlon in Reston. The event generated \$30,000 for Reston Interfaith. He noted that in addition to more than 600 participants, there were also several hundred volunteers.

Cathy said that in addition to RCC Board meetings, she attended the May 7 Park Authority meeting and also played bridge.

Bill P. also attended the Fine Arts Festival, which he thought was delightful. In addition to RCC meetings, he went to Reston Master Plan Task Force meetings. He also attended a Reston Citizens Association meeting, where he engaged in a productive discussion of their concerns and suggestions for a potential recreation center and the decision-making process for such a center.

Vicky attended RCC meetings and visited the Hunters Woods Fellowship House for a meeting with the Langston Hughes students who collected oral histories from Fellowship House residents and then presented those back to them. While there, she heard a lot of feedback from Fellowship House residents. They consider RCC Hunters Woods their second home. One of the main issues they raised was that the art activities moved to Lake Anne when the Lake Anne facility opened. They would like to be able to attend more art activities at Hunters Woods. Vicky attended a presentation on architecture by Reston Historic Trust, the Fine Arts Festival, and a demonstration at Cameron Crescent to preserve low income housing when the site is redeveloped. She also had the honor of attending the Peabody Awards to see her daughter receive a Peabody.

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Lisa also attended the Fine Arts Festival and met a lot of people who didn't know she was on the RCC Board. She participated in the Reston Sprint triathlon for the 4th time and achieved her personal best in that event. She likes that ages 13-70+ are represented in the annual event. She also attended the May 7 Park Authority meeting and thought it was interesting to be part of the meeting, but not presenting. She also went to the Serving Reston Youth meeting as the Board liaison for South Lakes High School. The group meets to ensure that there are no children in Reston that are falling through the cracks. Many different agencies and organizations use this group to communicate and ensure that we're not overlapping or duplicating efforts to meet the needs of children in the community.

Bev said she attended all meetings and the Fine Arts Festival. She said Reston Chorale had its opera concert, which was well-attended. Reston Community Orchestra commissioned a piece for four violins for their May youth concert. Another piece was written by a 17-year-old. Bev also had the pleasure of attending the Celebrate Your Bonus Years event at RCC Hunters Woods. It was very well done and she enjoyed performances by the Fellowship House choirs, who performed in their native dress. She also attended the Fairfax County Public Schools partnership awards ceremony. She was also proud that her husband Ralph received an Audie Book Award for *The Beautiful Mystery* by Louise Penny.

Executive Director's Report

In addition to the things that were mentioned, Leila said that RCC also hosted its annual volunteer recognition dinner in May, which was a great event attended by many Board members. She said that RCC appreciates its volunteers and they appreciated the dinner celebration of their contributions for us. She also attended many meetings in May. She noted that she attended the Dogwood Pool re-opening, which includes new public artwork. The artwork is a mosaic sculptural water feature by the same artist that created the Glade underpass project. Leila reminded the Board that RCC contributed to this project so that the artist could also work with students at Dogwood Elementary School to contribute to the mosaic inserts in the benches that surround the fountain. She indicated that the picnic pavilion was dedicated to a former Reston Association employee that passed away after dedicating more than 30 years of service to Reston Association.

Leila said she also made comments at a farewell event for Milton Mathews, who recently stepped down as CEO of Reston Association. Various community leaders said many nice things said about his work and his community relationships. Leila added that Reston Association is taking the lead on the My Community video project, which is a layer of *The Reston Story* documentary film making effort, and that their Communications Committee is taking the lead on involving youth in making videos about Reston.

Old Business:

Following up on a meeting with South Lakes High School principal Kim Retzer several months ago, Lisa asked who she should be in touch with about setting up a bulletin board at SLHS to promote various RCC events. Leila told Lisa to send the information to her and she will connect Lisa to RCC's Director of Communications, BeBe Nguyen.

Gerald asked the status of online registration. Leila indicated that our strategy is to analyze the business requirements. The current software provider offered to conduct a full load test at no charge, but we're also looking at other options. She said we are not launching again until we do an independent load test that gives us confidence that it will work.

Roger said that the Hunters Woods Shopping Center renovations are looking great and that the entrance looks better. He asked if we would be getting signage to direct people to Reston Community Center from the parking lot. Leila said she spoke to the new property manager today and asked for an updated timeline. She added that signage has not been submitted through Fairfax County for approval and that she expects that would be a very slow process based on how long the landscaping efforts required for permitting.

New Business:

Bill P. said that although we're looking at Baron Cameron Park because it is the current opportunity, he thinks we need to address community concerns and consider all possible sites for a recreation center. He wants all involved to be satisfied that we've considered all options. He indicated that at the last Reston Master Plan Task Force Meeting, there was discussion about a Fairfax County Government task force

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that was formed to explore options for the North County Government Site. He thinks that is worth exploring as a potential location.

MOTION #7:

That the Board Chair and RCC Executive Director contact the Fairfax County North County Government Center Site redevelopment task force to ask that they consider including a recreation center at that location

Bill P. motioned to recommend that the Board Chair and Executive Director contact the county tax force to provide them with a copy of the Brailsford & Dunlavey studies so they know what RCC is exploring. He thinks we should formally ask them to consider including a recreation center in the North County Government Site redevelopment process. He believes that correspondence from our Board Chair and Executive Director is a serious line of contact that would merit consideration and response from the county. Cathy seconded the motion. The motion passed unanimously.

Bill P. said that although we've discussed other locations, it's been informal. In order to satisfy the community, he suggested that the the Building Committee take a careful look at alternative sites that might be available, analyze the pros and cons, and provide a report to the Board as to what those possibilities may or may not be. He added that Reston Citizens Association suggested a list, most of which the RCC has already considered informally.

There was general discussion and agreement that the Board needed further details on possible locations, availability, costs (land, demolition, re-zoning and other related costs), organized into a comprehensive report. The Board agreed that the community deserved this information and it is also necessary information in order for the Board to confidently make a decision on any site. As chair of the Building Committee, Vicky said she'd be happy to take that on.

MOTION #8:

That the Building Committee will explore and report to the Board regarding possible sites for a recreation center

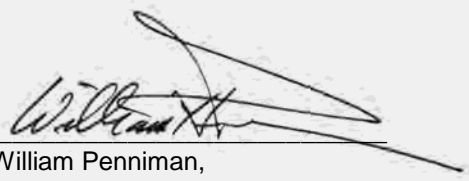
Bill P. motioned that the Building Committee take a careful look at possible sites for a recreation center and provide a report on the relative merits of those sites to the Board. Cathy seconded the motion. The motion passed unanimously.

Bev reminded everyone of the meeting that was added for 6:30 p.m. on June 10.

MOTION #9:

To Adjourn the Meeting

Bill P. moved to adjourn the meeting at 9:51 p.m. Cathy seconded the motion. The motion passed unanimously.

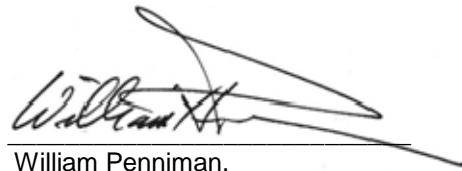


William Penniman,
Board Secretary

____June 19, 2013_____
Date

BOARD ACTIONS TAKEN AT BOARD OF GOVERNORS MEETING ON JUNE 3, 2013

- 13-0603-1 Bd That the Board approve the Agenda**
- 13-0603-2 Bd That the Board approve the May 6, 2013 Board Minutes**
- 13-0603-3 Bd That the Board approve the May 6, 2013 Board Actions**
- 13-0603-4 Bd That the Board approve the May 17, 2013 Updated Staff Fee Recommendations for FY14, provided that all fees will be reviewed in future years for possible changes.**
- 13-0603-5 Bd Approval of the May 6, 2013 Long Range Planning Committee Report**
- 13-0603-6 Bd That the Board approve the May 13, 2013 Finance Committee Report, as amended in Motion #4**
- 13-0603-7 Bd That the Board Chair and RCC Executive Director Contact the Fairfax County North County Government Center Site Redevelopment Task Force to ask that they consider including a recreation center at that location**
- 13-0603-8 Bd That the Building Committee will explore and report to the Board regarding possible sites for a recreation center**
- 13-0603-9 Bd That the meeting be adjourned**



William Penniman,
Board Secretary

____ June 19, 2013 _____
Date



**Board of Governors
Finance Committee Meeting
May 13, 2013**

STAFF RECOMMENDATIONS ON FEES

Background:

Staff review of comparable public facilities' fees for Aquatics, Fitness, Facility Rentals and Ceramics Studio uses revealed that RCC lags behind these types of drop-in fee schedules considerably. Focus group meetings (three) were held with patrons to discuss the possible increase of fees and how that would impact users. People understood about the need to bring fees, particularly non-Reston fees, into alignment with similar offerings in public facilities. Consensus feelings were that, if fees are to be raised, the Reston patron base should continue to receive a discount that reflects the tax base contribution to RCC. Patrons also felt that increases to our fees should be phased in until they reach the appropriate point. Finally, there was substantial agreement that fees should be reviewed regularly and that patrons would benefit from knowing how long fees could be expected to be maintained at a given level before being reviewed again for any potential adjustment.

Recommendations:

Per guidance from the Board of Governors, staff presents two different scenarios for fee increases in the areas under review. Scenario one represents rapid acceleration of fees in a three fiscal year timeline, while Scenario two represents a moderated four fiscal year timeline. After careful consideration of the area jurisdiction policies, the recommendation is to review the fees for drop-in use on an annual cycle coinciding with budget preparations. If they are reviewed annually, RCC's fees would have new pricing on a September 1 to August 30 timeframe given the calendaring of the budget preparation process; i.e. new fees would take effect on September first of each year.

Aquatics Rapid Fee Acceleration Plan – Reston Pricing (Non-Reston is double)

	FY14	FY15	FY16	FY17
Aquatics				
Adult – Single	\$4	\$5	\$6	TBD (Apr 15)
Youth/Senior – Single	\$3	\$3.50	\$4	TBD
Adult 20 Swim Pass	\$70	\$85	\$105	TBD
Y/Sr 20 Swim Pass	\$50	\$60	\$70	TBD
Adult 3 Month Pass	\$100	\$125	\$150	TBD
Y/Sr 3 Month Pass	\$70	\$100	\$130	TBD
Adult 1 Year Pass	\$350	\$400	\$500	TBD
Y/Sr 1 Year Pass	\$250	\$300	\$400	TBD

Drop-In Water Aerobics Pass

Staff recommendation is to increase these fees since an instructor is leading the program from the cost of the gate fee to a “cost-plus” scenario that adds \$1 to the 20 Pass cost of the swim; thus the pass cost of the Drop-in Water Aerobics Pass is plus \$20 to the 20-visit pass.

	FY14	FY15	FY16	FY17
Adults	\$4.50	\$5.25	\$6.25	TBD
Y/Sr	\$3.50	\$4.00	\$4.50	TBD

Aquatics Moderate Fee Acceleration Plan

	FY14	FY15	FY16	FY17
Aquatics				
Adult – Single	\$4	\$4.50	\$5.50	\$6
Youth/Senior – Single	\$3	\$3.25	\$3.50	\$4
Adult 20 Swim Pass	\$70	\$80	\$95	\$105
Y/Sr 20 Swim Pass	\$50	\$55	\$65	\$70
Adult 3 Month Pass	\$100	\$115	\$135	\$150
Y/Sr 3 Month Pass	\$70	\$95	\$125	\$130
Adult 1 Year Pass	\$350	\$375	\$450	\$500
Y/Sr 1 Year Pass	\$250	\$275	\$350	\$400

Drop-In Water Aerobics Pass

Staff recommendation is to increase these fees - since an instructor is leading the program - from the cost of the gate fee to a “cost-plus” scenario that adds \$1 to the 20 Pass cost of the swim; thus the pass cost for the Drop-in Water Aerobics Program is plus \$20 to the 20-visit pass.

	FY14	FY15	FY16	FY17
Adults	\$4.50	\$5.00	\$5.75	\$6.25
Y/Sr	\$3.50	\$3.75	\$4.25	\$4.50

Drop-In Land Aerobics Pass Fees - Seniors

Currently, the pass is \$35 for 55+ program participants for 20 visits; this means for Reston patrons, the cost per visit is \$1.75. Given that this program also involves instruction, the cost needs to reflect the instructor cost as well.

	FY14	FY15	FY16	FY17
<i>Rapid Acceleration</i>	\$2.00	\$3.00	\$4.00	TBD
<i>Moderate Acceleration</i>	\$2.00	\$2.50	\$3.25	\$4.00

Ceramics Studio Fees

Recommend raising to \$15 per 4 hour single day pass from \$10; to \$35 per 12 hour pass from \$30; and raising the cost of clay to \$15 for regular clay, \$20 for specialty clay. This would continue subsidy of the associated costs. The fees need to be revisited annually to be able to capture the cost of clay more effectively.

Meeting Room Rental Rates – To Take Effect Sept. 2015

Small Room	\$8	(currently \$6)
Medium Room	\$16	(currently \$12)
Intermediate Room	\$24	(currently \$18)
Large Room	\$32	(currently \$24)

Recommend revisiting meeting room rental rates annually thereafter.



May 17, 2013
Staff Fee Recommendations: Update from May 13 Finance Committee Meeting

The following are revised fee recommendations for FY14 implementation, to better reflect increases based on current RCC pricing as opposed to comparative pricing at similar facilities. Given the Board direction to implement fee changes with sensitivity, this represents a more gradual increase than those presented in the May 13 Finance Committee handout and also shows the proposed changes relative to current pricing.

Aquatics Gate Fees and Passes:

Please disregard all numbers previously presented for both the Rapid Fee Acceleration and Moderate Fee Acceleration. The below chart provides revised suggestions for FY14 fees, which represent an approximate increase of one third over FY13 prices. The Board will consider these numbers at the June 3, 2013 meeting, and also the staff recommendation to review fees annually to determine the appropriate percentage increase in FY15 – FY17.

Reston Pricing for FY14 (Non-Reston rates are double, Non-County rates are triple):

	FY14	Current (FY13)	Difference from FY13	% Increase from FY13
Adult – Single	\$4.00	\$3	\$1.00	33%
Youth/Senior – Single	\$2.50	\$2	\$0.50	25%
Adult 20 Swim Pass	\$65	\$50	\$15	30%
Y/Sr 20 Swim Pass	\$45	\$35	\$10	29%
Adult 3 Month Pass	\$110	\$81	\$29	36%
Y/Sr 3 Month Pass	\$70	\$54	\$16	30%
Adult 1 Year Pass	\$380	\$288	\$92	32%
Y/Sr 1 Year Pass	\$190	\$144	\$46	32%

Fees should be revisited annually thereafter.

Aquatics Drop-in Aerobics Gate Fees and Passes:

Please disregard all numbers previously presented for both the Rapid Fee Acceleration and Moderate Fee Acceleration. Since instructors lead these drop-in aerobics programs, staff recommendation is to increase these fees to cover instructor cost. Recommendation is a “cost-plus” scenario that adds \$.25 to the cost of the proposed FY14 Single Visit Pass, and \$5 to the cost of the proposed FY14 20 Swim Pass, as presented below.

Reston Pricing for FY14 (Non-Reston rates are double, Non-County rates are triple):

	FY14	Current (FY13)	Difference from FY13	% Increase from FY13
Adult – Single	\$4.25	\$3	\$1.25	42%
Youth/Senior – Single	\$2.75	\$2	\$0.75	38%
Adult 20 Drop-In Aquatics Class Pass	\$70	\$50	\$20	40%
Y/Sr 20 Drop-In Aquatics Class Pass	\$50	\$35	\$15	43%

Fees should be revisited annually thereafter.

Drop-In Land Aerobics Pass Fees - Seniors

While the May 13 staff recommendations in this category have not changed, they have been reformatted as follows:

Reston Pricing for FY14 (Non-Reston rates are double):

	FY14	Current (FY13)	Difference from FY13	% Increase from FY13
Senior Drop-In Fitness Class Pass	\$40	\$35	\$5	14%

Fees should be revisited annually thereafter.

Ceramics Studio Fees

While the May 13 staff recommendations in this category have not changed, they have been reformatted as follows.

Reston Pricing for FY14 (Non-Reston rates are double for passes, not clay):

	FY14	Current (FY13)	Difference from FY13	% Increase from FY13
4 Hour Pass	\$15	\$10	\$5	50%
12 Hour Pass	\$35	\$30	\$5	17%
Regular Clay	\$15	\$10	\$5	50%
Specialty Clay	\$20	\$15	\$5	33%

Fees should be revisited annually to be able to effectively capture the cost of clay.

Meeting Room Rental Rates – To Take Effect Sept. 2014

The only change made to these recommendations was to correct the effective date (listed above) from September 2015 to September 2014. This was a typographical error and was corrected to remain consistent with the Staff report presented at the March 11, 2013 Community Relations and Program/Policy Committees Joint Meeting. The May 13 staff recommendations have not been changed, but have been reformatted as follows.

Reston Pricing for FY14 (Non-Reston rates are double):

	FY14	Current (FY13)	Difference from FY13	% Increase from FY13
Small Room	\$8	\$6	\$2	33%
Medium Room	\$16	\$12	\$4	33%
Intermediate Room	\$24	\$18	\$6	33%
Large Room	\$32	\$24	\$8	33%

Fees should be revisited annually thereafter.

Aquatics FY12 Revenue Breakdown

FY12 (July 1, 2011-June 30, 2012)				
	Fees Paid	Fee Waiver	Total	Percent
Aquatics-Class Revenue	\$ 142,819	\$ 7,998	\$ 150,816	52%
Aquatics-Gate Fee	\$ 40,632	\$ 39	\$ 40,671	14%
Aquatics-Pass Sales	\$ 66,297	\$ 7,931	\$ 74,228	26%
Aquatics-Locker Revenue	\$ 401	\$ -	\$ 401	0%
Aquatics-Birthday Packages	\$ 286	\$ -	\$ 286	0%
Aquatics-Pool Rental	\$ 23,030	\$ -	\$ 23,030	8%
Total	\$ 273,464	\$ 15,968	\$ 289,432	100%

FY12 (July 1, 2011-June 30, 2012)				
	Fees Paid	Fee Waiver	Total	Percent
Adult 3-month	\$ 5,199	\$ 233	\$ 5,432	7%
Adult 12-month	\$ 3,024	\$ -	\$ 3,024	4%
Senior 20 Visit	\$ 18,210	\$ 2,255	\$ 20,465	28%
Youth 3-month	\$ 69	\$ (5)	\$ 64	0%
Youth 20 Visit	\$ 3,025	\$ 615	\$ 3,640	5%
Adult 20 Visit	\$ 24,249	\$ 876	\$ 25,124	34%
Senior 12-month	\$ 10,451	\$ 3,522	\$ 13,973	19%
Senior 3-month	\$ 2,065	\$ 441	\$ 2,506	3%
Total	\$ 66,292	\$ 7,937	\$ 74,228	100%



**RESTON COMMUNITY CENTER
BOARD OF GOVERNORS LONG RANGE PLANNING COMMITTEE REPORT
JUNE 3, 2013**

The Long Range Planning Committee met on June 3, 2013.

Present were:

- | | |
|--|-----------------|
| ▪ Beverly Cosham, Board Chair | ▪ Gerald Zavala |
| ▪ Bill Penniman, Vice-Chair of Long Range Planning Committee | ▪ Lisa Ehrhardt |
| ▪ Roger Lowen | ▪ Cathy Vivona |
| ▪ Vicky Wingert | ▪ Bill Keefe |

Absent and Excused were:

- Bill Bouie

Attending from the RCC Staff:

- | | |
|---|---|
| ▪ Leila Gordon, Executive Director | ▪ Brian Gannon, Booking Manager |
| ▪ Tom Ward, Deputy Director | ▪ Pam Leary, Customer Service Manager |
| ▪ Cristin Bratt, Public Information Officer | ▪ Joe Leary, Aquatics Director |
| ▪ Renata Wojcicki, Finance Director | ▪ Mike Rothenberg, Asst. Aquatics Director |
| ▪ Eileen Boone, Leisure & Learning Director | ▪ Patrick Laney, Assistant Technical Director |

Leila called the meeting to order at 6:34 p.m. She explained that the evening would start with the Brailsford & Dunlavey presentation. That would be followed by questions from the Board and then public comment. She invited everyone to submit comment cards or questions to Public Information Officer Cristin Bratt tonight, or send them to RCCContact@fairfaxcounty.gov. Leila introduced Board Chair Bev Cosham.

Bev welcomed everyone and gave an overview of RCC Board activities in June. The Board will be listening tonight and reviewing study results in the coming weeks. Tonight's report will be posted at www.restoncommunitycenter.com following this meeting. She also announced a working session with Craig Levin of Brailsford & Dunlavey. That session will be held on Monday, June 10 at 6:30 p.m. If people have specific questions about the study, they may send them to RCCContact@fairfaxcounty.gov. The Board will work to answer all questions and then staff will compile a new Frequently Asked Questions document. Bev indicated that on June 17, RCC will distribute its Annual Report, present a draft outline of the FY15 budget, and outline Capital Improvement and Capital Maintenance Plans. The Board will also consider including in the budget funding to support communication efforts for a potential bond referendum question. She said that the Board would provide RCC staff with direction on the general elements and footprint of a potential indoor recreation facility to be used as a planning guide in work with the Fairfax County Park Authority staff responsible for the Baron Cameron Park Revised Master Plan.

Bev indicated that the Board will continue gathering information about possible site locations for an indoor recreation facility, relevant financing information, and any other data it requires as we work on this aspect of our Strategic Plan. She noted that none of the decisions the Board makes in June will commit RCC to anything other than planning for the possibility of a Reston referendum on a capital project, and to continue dialog with the Fairfax County Park Authority staff. There will be much more work and many more opportunities for the community to learn about the options for Reston's recreation future. Bev introduced Bill Penniman, Vice Chair of the Long Range Planning Committee.

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Bill P. indicated that Craig Levin of Brailsford & Dunlavey will be presenting highlights of the 2013 update to its 2009 Market and Financial Feasibility Study of Indoor Recreation. He asked the public to please hold all questions until the presentation concluded. After Craig's presentation, the Board invites public comments and questions. Individuals will have 3 minutes and organizations will have 5 minutes to speak. Written comments are always welcome and can be given to Cristin Bratt or sent to RCCContact@fairfaxcounty.gov. He added that the full report and accompanying presentation from tonight's meeting will be available online immediately following the meeting. A summary of tonight's meetings and comments will be included in the July Board package. Bill P. introduced Craig Levin of Brailsford & Dunlavey.

Craig said he appreciated everyone's passion and comments on May 6. He used what he heard at that meeting to further update tonight's report. He said the full report is 125 pages, 26 of which are pages dedicated to financial modeling. He will present highlights tonight, let everyone digest the information and read the report in its entirety on online, and will return next week to answer any questions from the Board, or that may have been asked tonight or over the course of the next week.

Please see attached for Craig's presentation and the entire Brailsford & Dunlavey market update report. Craig reviewed project goals and objectives and key market findings before presenting the Board with two options. He reiterated that this is a live model that the Board may manipulate to compare and consider various elements within a facility as it searches for the appropriate combination of amenities to meet the community's needs. The options presented were:

Option A: \$20.3M cost (estimated)

- 52,000 square foot facility
- 25YD competition pool (with diving well)
- Weight and Fitness Space
- Two Group Fitness Rooms
- Single Multi-Activity Court
- Single Multi-Purpose Room (meeting room)

Option B: \$33.5M cost (estimated)

- 84,900 square foot facility
- 50M competition pool (with diving well)
- Weight and Fitness Space
- Two Group Fitness Rooms
- Two Multi-Activity Courts
- Two Multi-Purpose Rooms (meeting room)

Craig also provided an overview of the financial model and said the objective was to develop reliable and realistic operating costs and revenue projections to determine an estimated cost recovery. The model relies on benchmark data, information provided by RCC, demographic data and B&D internal research. B&D then analyzed the financial impact of various operating strategies, membership structures and rates, staffing, and other operating assumptions. The model inputs consider assumptions in building program/hours, user fees, operating revenue/expenses and net cost recovery. The user fee assumptions include low, moderate and market rates for comparable facilities and presented those rates (on page 9 of the attached slides). Craig also explained revenue opportunities and project economics for the proposed facility before presenting cost recovery information for both Option A and Option B. Cost recovery charts can be found on Page 12 of the attached slides. Cost recovery ratios range from 59 percent to 80 percent in year 10, depending on the user fee assumptions and facility options. Both charts represent the cost recovery for the first ten years based on the varying rate structures. He indicated that Option B offers more opportunities for revenue generation since there is more rental space.

Craig explained his next steps were to respond to questions on the report, as well as to obtain direction from the Board on financial modeling and the cost recovery scenarios.

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Leila opened the floor up for Board comments, followed by public comments. She said that it may not be possible to address all questions tonight. However, the Board is considering all questions and will funnel them to B&D (where appropriate), and update the Frequently Asked Questions document accordingly.

Cathy said that Craig talked about stabilization in year four. She indicated that she's having a vocabulary issue between recovery rate and stabilization. Craig responded by explaining that stabilization means it takes a few years to get the facility up and running.

Roger asked if - when comparing the potential demand at the proposed facility with what's available in the community - B&D took into consideration that our clientele is a bit different than some commercial facilities' clientele. For example, Roger said that teenagers and residents without a strict exercise routine cannot afford the larger membership rates required by many private facilities. He also said that in Reston, we like to think our facilities are available to all Restonians. This facility would be located in a different part of Reston than the RCC Hunters Woods facility. That opens access up to those who have not had access because of the distance. Craig said that his team is doing their best to consider all of that. He also reiterated that when they developed the rate structures for the model, they tried to create flexibility so that users would have different options with different types of passes. From an accessibility standpoint, Craig said the models include the assumption that some fee waivers would be applied for certain members. He has seen pricing options implemented at other facilities and therefore wanted to be sure to incorporate the same into the RCC models. Leila said RCC provided B&D with fee waiver utilization and RCC's current aquatics revenue breakout so that they had the benefit of that in performing the analysis. Craig also clarified that his team looked at the percentage of Reston residents vs. non-Reston residents in making the 95% Reston Passes vs. 5% non-Reston. Leila said those percentages are consistent with our current approach to registration, which is designed to support the vast majority of our utilization by Reston-qualified residents. She said that current usage is 90% Reston and 10% non-Reston, which is very close to what B&D modeled in the study.

Gerald asked Craig why he chose a 25-yard vs. a 50-meter pool. Craig said they presented both to provide several options so that the Board could play with those options. He indicated that there are more revenue generating opportunities in a 50M pool. Gerald asked if the models consider competition revenue at all. Craig said that competition revenue would be dependent on which option the Board chose. A 25-yard pool would not support as much competition revenue.

Bill P. asked Craig if the population numbers included residents only or also employees. Craig confirmed that it was residents and does not consider employees. Bill P. asked if Craig had projections for current or future employees since they are eligible to use RCC facilities. Craig indicated that his team looked at employees as coming from outside the area, and that it's pretty consistent. Bill P. asked Craig to confirm that neither Option A nor Option B included a leisure pool. Craig confirmed and Bill P. said we may want to revisit that next week.

Cathy said she assumed that Craig didn't assume anything regarding future population from the arrival of the Silver Line? Craig said that was correct.

Roger clarified that the people who work in Reston can use these facilities. This is because all of the commercial property owners participate in Small District 5. They therefore support this organization and their employees therefore have full rights to use these facilities.

Leila added that 40 percent of the tax base comes from commercial taxes and that employees have to provide proof that they are employed by a Reston company. The vast majority of the 90 percent of Reston users referenced in the study are actually Reston residents. She said that doesn't guarantee that will always be the case, but that's what it is now.

Public Comment

Robert Anguizola, Reston resident, is here in his capacity as a soccer dad, not as the new president of Reston Soccer. Reston Soccer will submit a separate comment. His request in creating a master plan for Baron Cameron Park is that Reston Community Center and the Park Authority please consider the impact of the project on rectangular field space and take into account the impact of field allocation. He would also

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like both organizations to look at the possibilities for soccer opportunities like indoor soccer and futsal. He said that most folks present know that Baron Cameron Park is used extensively by the youth and adult soccer community. It is the most popular sport in the world and he is very passionate about it. He added that he also loves swimming and his kids swim at RCC.

Debra Moore, Reston resident, said she was at the meeting last month where the Park Authority started to talk about this plan. The question she has trouble understanding is the funding of the whole project. The Park Authority wants Restonians to pay for this facility, though it will be open to non-Reston residents, which the Park Authority said would be a large percentage of the users. Tonight, the number being used is 10 percent of non-Reston. What is the clear number and if more are using it, why is Reston paying?

Renee Fulton, Reston resident, said she is a dog park user. She thinks the idea is fine, but she is concerned about traffic and the loss of open space. She also stands in solidarity with the Latino community, which is very active on the Baron Cameron Park soccer fields. She also wants to know the impact on the dog park because we need one in Reston. She submitted the following comments via comment card following the meeting, presented in their entirety:

"I don't want to lose any more green open space in Reston. I don't want to lose our only real community park. I don't want to lose the community gardens. I don't want to lose the ball fields and I don't want to discriminate against the Latino community by placing aquatics above soccer, which is traditionally a sport beloved by our Latino community members. I don't want to lose the dog park. I have serious concerns about increased fees, taxes and traffic. Reston has needs equal to or more critical than aquatics, such as dog parks, green space, and ball parks. More people have dogs than feel the need for Olympic size swimming pools."

Rick Uhrig, Reston resident, said he is a 19-year resident and is always looking for positive improvements. He is happy that we're going through a process where we can all look at options and analyze everything. He is concerned that we're funding appropriately for the user base. He has not formed an opinion yet but wants to be sure we understand who is paying and who is benefiting.

Jim Myer, Reston resident, asked how much the average Restonian's taxes will go up. He said he's yet to hear a number. He also said he's listened to County Supervisor Catherine Hudgins talk and doesn't believe what she says. He wants to know how much things have gone up in the last five years and how much will it go up in the next five years. Leila responded by indicating that the Board commissioned a study by RCLCO – which is posted online - that does try to extrapolate tax base assessments growth from the different models and considers Silver Line related growth, in order to predict impacts on taxes. They provided a very conservative estimate of 4 percent per year over a 20-year time horizon. She indicated that the past five years have been far from a steady rise in assessments; there have been a few years of negative assessments. We are only now beginning to return to levels experienced in 2007 and 2008.

Jim also asked if anyone has considered an official survey of residents. He said there have been small meetings, but we have 60,000 people in Reston. He suggested that 200 people at meetings do not represent 60,000 people in Reston.

Leila responded by saying that part of the process will be for the staff to provide costs to the Board for conducting a community survey. She added that RCC has conducted surveys every three years. She has asked the group that conducts our surveys to give us information on what a survey of likely voters might require and what the methodology might look like. Rick said he thought that would be a more accurate reflection of the community's opinion.

Bev added that the reason we are exploring an indoor recreation facility is because of the feedback we received through our regular surveys. She said the Board did not arbitrarily decide to build a new recreation center, but is exploring the possibility as a capital priority in response to feedback. She said that if we need to do another survey, we will. Bev also added that RCC has never included tennis as a capital priority and is therefore not including any tennis plans in this facility layout.

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Stephen Canner, Reston resident and representative for Belcastle cluster, said it's always difficult to do the type of analysis that Craig Levin presented tonight. He has several questions: 1.) If you look at the Reston Association survey, a new facility doesn't even come up there. The highest priority in that recent survey was clean air and open space. He also added that the Reston Citizens Association report says there has not been enough outreach to the community. Stephen asked the Board how it squares that information away with what these other groups have found. 2.) In the presentation, Stephen referenced that Craig said that Brailsford & Dunlavy considered the impact of private sector facilities, but never analyzed the bottom line to determine how it would impact those facilities. 3.) He referenced Craig's slide that said that Reston had 21,000 core participants and said that fitness activities and weight fitness total 14,000, which is equal to 2/3 of the core base. He noted that those participants' needs are already being served by existing facilities, and even more that are being built. 4.) Stephen asked how you convert potential demand into real demand. He said that numbers and data were provided, but how do you get to these facilities? He indicated that we need traffic numbers and surveys. 5.) Stephen asked the Board what it spent on the 2009 study and what it spent on this study. Leila responded that the study update cost \$25,000. The original study was split evenly between RCC and RA and the total cost was \$80,000. RCC therefore paid \$40,000 for that study.

Gordon Gerson, president of Reston Masters Swim Team, said he has spoken about swimming pools in the past and he wouldn't be president of the swim association if he wasn't a strong advocate for swimming and this facility. Tonight, he wants to speak to the use of Baron Cameron Park. He said he likes dogs. He thinks it's very nice that they have a place in Baron Cameron Park. He also said he's perfectly willing to share the park with soccer because he loves soccer; he used to play it when he had two useful legs. Now, he watches his granddaughter play on Reston teams and had a wonderful time watching her make two saves as goalie last weekend. He said that he is willing to share Baron Cameron Park and wants to know why others are not willing to share it with swimmers.

Suzi Jones, Reston resident, indicated that she lives on Greenwich Point Road, close to the proposed facility. She came to testify that she is very enthusiastic about this facility. She feels that her North Point community is underserved. She said her husband would love to walk to this new facility. She personally would not use it, but is in favor of it because it's the right thing to do in Reston. She indicated that Reston has always provided good, current, affordable facilities for our residents and many residents need this facility. RCC serves our community, but the Hunters Woods pool is too small to accommodate the community's needs. The private facility is for a special sector of our community, but we need an affordable option for exercise and meetings. She also believes it will enhance property values and that we are lagging behind other communities. She said we could conduct as many surveys as we'd like, but she thinks we should go to referendum to get the ultimate community input. She thanked everyone for a very thorough process.

Kim Kolb, Reston resident, said that he has a few questions. He does not doubt that swimmers need a facility, but he has questions about the footprint. He said you can only play Tetris so many ways and that we should not meet a demand by taking away something that we don't have a surplus of. We don't have extra soccer fields or dog parks. He also said we're only as good as the assumptions in Craig's model and that numbers can be broken down many different ways. He asked how many people on our waiting list are eventually accommodated. He referenced the study, and in regards to Option A or Option B (in his opinion, the small or Taj Mahal version), he said either has its benefits. He would like to know if it is a binary choice or are there other options.

Frank Manheim, non-Reston resident, indicated he and his wife Lucy are swimmers, but are more interested in an entrepreneurial approach to the problem. He and Lucy came to the conclusion that a state-of-the-art facility - that includes Bob Simon's indoor tennis courts, indoor soccer and other amenities - should be located elsewhere. He also doesn't believe that this project includes renewable energy capabilities thus far. He indicated that they looked at options which could be paid for in as little as five years. Those would have a substantial reduction of costs long term. He indicated that Reston Citizens Association recently said that the total facility costs (operating and capital), could be as high as 80 percent of the total. He thinks it's worthwhile to look at cutting edge, innovative facility concepts that would put Reston back on the map as it was in 1960, and then factor in the net bond costs as Craig

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proposed. He hopes we can continue to open our minds and said he and Lucy are working to update their report.

Lucy Manheim, non-Reston resident, said she is concerned that we're not hearing about other places to put this facility. As far as she is concerned, this facility is very important. She indicated that she has walked all over Baron Cameron Park, as well as locations that she has identified as alternative sites. She believes Baron Cameron Park is the worst possible place to put it. She said that she has drawn a map and put a footprint on there, doubling the dog park, doubling the place for garden space, keeping all of the soccer rectangular fields and putting this proposed facility this in at the corner of Baron Cameron and Wiehle. She included underground parking in several places, including for the Park N' Ride lot. She said that she walked that park and walked every other place. She asked why don't we include the community, the business community and the user community. She said it should be everyone, so long as there is a commitment to open it to all residents. She will be damned if she is going to be left out.

Don Neuman, Reston resident and representative for Newport Shores cluster, said that he has a statement and question. He indicated that his community is right off Lake Newport and some residences border Baron Cameron Park. They are very concerned from a number of perspectives. The cluster's primary concern is preserving the buffer zone. They want to know if that tree line will be maintained between the fields and houses. They are also concerned with the loss of field space. It's a wonderful park that has high usage. He's not sure why we're replacing one sport with another at great cost. He is not arguing with the dog park concerns. He and his wife both signed the petition supporting the dog park. He doesn't understand why we still have a small tax district. He could have understood it 20 years ago, but thinks we should have worked with the Park Authority to establish a process whereby the costs of these facilities are shared by everyone in the county, as it is with the rest of the county. He is also concerned with the timing of the process and construction. Traffic from the new Silver Line will coincide with construction vehicles for this facility and it would be a mess. To make these decisions before we know the Silver Line impact is very strange. He also asked Craig why the study only considers Baron Cameron Park. Leila clarified that the B&D study does not consider any location. Don asked if that meant it doesn't consider the impact of roads or acquisition costs. Leila confirmed that is the case. Don referenced Craig's presentation in which he said Reston incomes were twice the national average. He asked if this was the only facility in north Reston and if south Reston residents more likely to be coming to this facility. He asked if the people in north Reston are more or less likely to use private facilities. He indicated that most of the people in the Newport Shores cluster wholeheartedly support the recent RCA study regarding this proposal. He thanked the Board and Craig for their work.

Mike Norvell, Reston resident, said that he is neither for nor against this facility right now. He pointed out that the model presented tonight was a financial model, but said that we don't all live within financial systems. People wouldn't have children if it was just financial because they don't pay you back. He said we have an obligation to consider other value systems including open space, recreation and participation in the community. He sees these figures and also sees rates going to go up for folks. RCC is a community organization. He asked are we pricing out people with lower incomes? Leila responded that RCC's rates are highly subsidized. Mike said that he does not understand small tax district 5 and asked if he could see the charter? Leila said that the Memorandum of Understanding is available online. Mike asked if she would e-mail it and Leila said she would. Mike added that he sensed that County Supervisor Catherine Hudgins and Chairman Sharon Bulova were in on this. Leila indicated that neither is involved in the Board's discussions. Mike also referenced changes to the apartments on Lake Anne that will displace residents. Leila said that doesn't involve Reston Community Center. Mike argued that it does because it changes the community values.

Tammi Petrine, Reston resident, said she is co-chair of Reston 20/20 and also serves on the RCA Board. Her main concern is the location. She said a much more detailed analysis must be done on the location. She walked various sites with Bill Penniman and Frank and Lucy Manheim. She said there are other sites available besides Baron Cameron Park. She feels the planning is too soon and we should be doing more research. She said that at a recent meeting of the Reston Master Planning Task Force, there was discussion of putting a road through a natural area near Wiehle and Sunset Hills, which surprised both her and Bill Penniman. She said there needs to be more communication and analysis on development in Reston. She also said that she voted like a fool for the toll road, because we were

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promised that in 30 years, the tolls would be removed or reduced. That isn't happening. She has a real problem with her deed taking on another fee in perpetuity – a fee that she believes should have been taken care of by the Park Authority. She doesn't want to jump into voting for something until we're sure about what we're committing ourselves to in perpetuity. She referenced the insurance costs of a diving well and how cost-prohibitive those are. She believes those need to be looked at by whoever builds a facility. Tammi said we really need to advocate for our community. There is no reason that the Hunter Mill district should be the only one in the county that does not have an indoor recreation center. She added that Leila does a bang-up job of providing Reston with a special facility and that's why we pay a special tax. However, she's not sure we should be subsidizing an athletic facility. She said there are proffers coming in for the development of the corridor. This and a lot of other things need to be looked at closely. She asked the Board to please work with the community to ensure that a complete analysis is done before we definitively decide anything.

Carrie Sawicki, Reston resident, asked Craig if insurance costs and bleachers were considered in his study. She also asked the size of the spectator seating. To Gordon Gerson, she responded that she does not want to share her park with him. She loves it and thinks it stands for what it should be. She also would like to see it reach its full potential. She is happy to share some part of Reston, but not that part. For her, it is a location issue. She also thinks the issues are confused. If someone says "no" to the location, it is assumed that they are saying "no" to the facility as well. She is concerned that the study was conducted on the current market, but doesn't take growth into account. She asked what will happen in 5-6 years when population explodes and we need more aquatics facilities? Do we tear up more of the park?

Laura Squier, Reston resident, encouraged everyone to check out Save Baron Cameron Park on Facebook. She also said that she is an analyst and there are a few things she wants to find out: She asked if there is any notation in the report on the space needed for the facility, including parking. Leila and Craig confirmed that information was in the report. Laura asked if the recovery costs were cumulative or annual. Craig indicated that they were annual. Laura referenced the bottom line on year 10 for facility B. She said it's a 3-year pro forma. Laura wants to see those numbers because percentages don't count. She also said this is south Reston vs. north Reston. She also indicated that Craig said Reston's income was twice the national average. She asked if he corrected the income for our region based on some sort of cost of living index? She believes our population has an income that would influence the utilization rates, so she recommends that sort of adjustment.

David Vurdelja, Reston resident, thanked everyone and said he is an analyst as well. We would agree that we're collectively going to disagree on this report. He said many factors were included in the report. Instead of picking apart assumptions, he hopes everyone will look at the solutions. He said that if he wants no tax increase, he'd have to believe that the population will increase. He'd have to believe that people might pay \$6/hour instead of \$4/hour. What would it take to believe that this could be a successful undertaking? He knows that there may be other locations for this facility. But he also knows that none are on the table because Baron Cameron Park is the opportunity available right now. He is grateful that RCC is committed to health for everybody. He is grateful that we're thinking about the long-term benefits for Reston and what increased amenities might do for property owners. He is grateful for the time and attention being invested in this project.

Jill Gallagher, Reston resident, said she is trying to understand the operating model and operating costs. First, she doesn't understand the need. She's trying to decide how RCC and Craig determined demand. She keeps hearing 2,000. Is it 2,000 swim lessons? Is it 2,000 waiting to get on a swim team? Is it Reston Masters Swim Team? She said "2,000" doesn't help her understand need. Second, she doesn't understand the operating budget. Revenues are generated from multiple streams: user fees, long-term contracts from swim clubs, party/event rentals. She is not seeing a breakdown of percentages projected for each revenue stream. She is concerned that this is being built for private use by swim clubs and that Reston residents will not have open swim time. She said that Reston is paying to build, operate and use but people outside of Reston are only paying to use. She said she has a problem with that model. Lastly, in terms of the pool rentals, she said that we cannot assume that rental participants are Reston residents. She said this would be a Reston-built facility and would be used by Oakton/Great Falls residents. They are taking up lanes and pool space that should be for Reston users. She agrees 100 percent with Carrie Sawicki: if population expands, there will be more users. She said her garbage truck comes at 6 a.m. in

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the morning, and it's a pain. She doesn't want more traffic, especially at that hour or at 3:45 a.m. She pointed out that cost isn't assumed in the study. It's not just dollars; there's a cost to the neighborhood. She believes event size is another problem. She said we can barely handle parking on really busy weekends for Baron Cameron Park's existing uses, let alone adding a pool facility.

Leila clarified that Craig never said a facility would open at 3:45 a.m. He said that at a previous meeting, someone had said that they get up at that time to drive to a facility outside Reston. Leila said the proposed operating hours for a potential facility were listed at an earlier meeting as 6:00 a.m. to 9:00 p.m.

Jonathan Campbell, Reston resident, said he would like to make two points regarding this proposal. His first concern is the dog park. He has a service dog and he is solely responsible for her health. Since he is wheelchair-bound, the only way she can get the exercise she needs is at the dog park. He is not an activist but is here for his dog. He said that Title 3 outlines accessibility laws and that almost every park in the county is in violation of these accessibility laws. He said the Baron Cameron Park dog park is not completely accessible, but it's close enough that he can manage. His concern is that if it's removed, there will no longer be a dog park that is wheelchair accessible. In that case, he would have to become more of an activist. The dog park is not just good for his dog, but it's good for him as well. It's like a happy hour with less vomit and more poop. He believes the community would be better served by updating facilities. Secondly, he said that he was not always confined to a wheelchair and he used to race BMX bikes at Lake Fairfax. That track closed down in 1989. He then had to drive up to Maryland to race. A lot of the big push for this community center is coming from the swimmers. There are other pools in the area that are available. He pointed out that athletes persevere. If you have to get up early to find a pool – as he did with a race park - that's what a competitor does. He suggested that perhaps the former track space at Lake Fairfax could be considered for a recreation center since it is still unused.

Dino Tsagos, Reston resident, says he loves soccer and was a semi-professional soccer player in Columbus, Ohio, where he used to play in tournaments. In comparison to Ohio, there are a lot of soccer fields in Reston but he's never played soccer in 35 years here in Reston. He also loves swimming but never swims at RCC. He thinks Supervisor Hudgins knows about this. He said the facilities are going to be used by someone else outside of Reston, but his assessments will go up. He said we have more soccer fields than anyone else in Fairfax County and that Baron Cameron Park has excellent soccer fields. He thinks that we should utilize and improve what we have first before we increase taxes.

John Mendonça, Reston resident, said he is against this facility because he doesn't see the need. He has done a comparison of what other people in the county have. He said we don't need two recreation centers. He said he would like an indoor soccer track. He admires RCC's mission. He said residents are more affluent in north Reston and can afford private facilities. He added that 25 percent of the kids in Reston soccer are not Reston residents. It's a misnomer: He would have less objection to this facility if the county paid for it. He shares people's traffic concerns. He said he is not a NIMBY, but does not see the need for this facility.

Randy Johnson, Reston resident and business owner, said the train has left the station and he is still at the station. He asked where he can find the market demand for this facility? How many people use it? How many people from Reston? How many swim teams? He has been to two meetings and doesn't have any of this information. Leila indicated that we only rent to Reston Masters Swim Team. Randy asked Gordon Gerson what percentage of RMST members are Reston residents. Gordon said he did not know. He also pointed out that Craig took demand from an area greater than Reston, but when he looked at facilities, he only considered Reston.

Bill P. thanked everyone for coming. He said that the Board does not have all of the answers, but he and the other Board members are continuing to gather information. They brought on Brailsford & Dunlavey as experts to help us look at this information. He said the Board is looking at need and location and will consider other locations. The Board is also looking at the amenities that would go inside of it. The Board is sensitive to the dog park concerns and, while the Park Authority ultimately controls Baron Cameron Park, it seems inconceivable to him that the dog park would be removed. The RCC Board understands its importance. He said the Board is considering all of the questions that have been raised, including cost, but reminded everyone that this is a process. We've gotten input from members of the public here and

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from other settings. The Board is considering Reston's immediate needs today, while also looking to the future. Even if this gets approved by the Board and by Reston taxpayers, it will be built in the future. Between now and the time that it is built, there will be growth in population both of citizens and employees. The Board is trying to strike a balance of all groups: soccer and non-soccer, swimmers and non-swimmers. We are sincerely trying to get to a fair and desirable answer for all of Reston.

The meeting concluded at 8:42 p.m.

FOLLOW-UP QUESTIONS

RCC is interested in your questions and comments. Please submit them below and leave this card in the box at the check-in table. All questions will be reviewed and a summary will be made of responses to issues raised. If you wish to make an individual comment for the record, outside of spoken comments this evening, please feel free to do so and include your full name and address. As always, you may send additional questions and concerns at any time to RCCContact@fairfaxcounty.gov.

Name:

Renee Fulton

Address:

1524 Autumn Ridge Circle
Reston, VA 20194

E-mail:

reneebfulton@gmail.com

Comment:

I don't want to lose any more green open space in Reston. I don't want to lose our only real community parks, I don't want to lose the community gardens. I don't want to lose the ball fields, and I don't want to discriminate against the Latino community by placing aquatic's above soccer, which is traditionally a



Reston Community Center

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Spot beloved by our
Latino Community members,
~~to~~ don't want to ~~keep~~
lose dog park. ~~to~~
have serious concerns
about increased fees,
taxes, and traffic.
Reston has needs
equal to or more critical
than aquatics such as
dog parks, green space &
ball parks. ~~Reston~~ More
people have dogs than
feel the need for
Olympic size swimming
pools.

FOLLOW-UP QUESTIONS

RCC is interested in your questions and comments. Please submit them below and leave this card in the box at the check-in table. All questions will be reviewed and a summary will be made of responses to issues raised. If you wish to make an individual comment for the record, outside of spoken comments this evening, please feel free to do so and include your full name and address. As always, you may send additional questions and concerns at any time to RCCContact@fairfaxcounty.gov.

Name: DINO TSAGOS

Address: _____

E-mail: _____

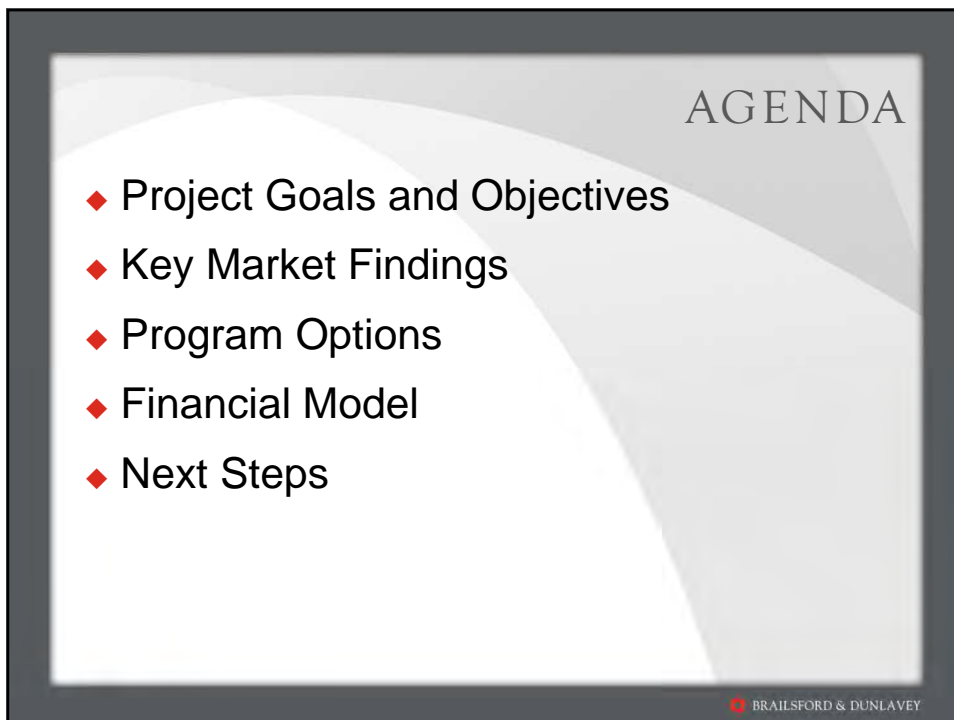
Comment: _____

- Special Assessment
- Safety Review



Reston Community Center
2310 Colts Neck Road, Reston VA 20191
To request reasonable ADA accommodations,
call 703-476-4500 • 800-828-1120 (TTY)






PROJECT GOALS & OBJECTIVE

- ◆ Conduct community meetings to establish a program and targeted outcomes for the project
- ◆ Update the competitive context to understand what existing/planned facilities could impact utilization and participation rates
- ◆ Update program and cost estimates
- ◆ Update the financial model

 BRAILSFORD & DUNLAHEY

MARKET FINDINGS


- B&D examined a series of key factors in order to frame the issues what would affect demand and financial feasibility of a new project:
 - Demographics
 - Participation Analysis and Demand Reconciliation
 - Competitive Context Analysis

 BRAILSFORD & DUNLAHEY

MARKET FINDINGS

Community Input:


- 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.
- Additional expressed needs:
 - Weight and fitness
 - Multipurpose courts
 - Multipurpose rooms

 BRAILSFORD & DUNLAVEY

MARKET FINDINGS

Community Concerns:

- Location of facility and space needs.
- Existing and planned private facilities entering the market, and the impact this would have on future plans to expand recreation by RCC.
- Project costs, and net cost recovery.

 BRAILSFORD & DUNLAVEY

MARKET FINDINGS

Demographics:

- 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.

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

Source: SitesUSA (US Census)

BRAILS FORD & DUNLAVEY

MARKET FINDINGS

Participation Levels and Demand:

- Reconcile estimated demand with current demographic data
 - B&D estimated core levels of participation for a series of activities
 - Based on the levels at which individual participate in these activities, B&D estimated square footage needs to meet demand
 - The primary focus of demand centers around Reston, and B&D estimated a 10% capture rate for the extended market areas
 - B&D reconciled demand with current/planned facilities in the Reston market

BRAILS FORD & DUNLAVEY

MARKET FINDINGS

Participation Levels and Demand:

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

BRAILSFORD & DUNLAVEY

MARKET FINDINGS

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
Total Core Participants	39,270	114,981	361,990

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
Total Core Participants	21,977	58,499	177,289

BRAILSFORD & DUNLAVEY

MARKET FINDINGS

Competitive Context:

- Range of existing facilities in the market.

Reston Private Facilities

Sport & Health Club- Reston

Bikram Yoga

Pure Joe Pilates Studios

Fitness First

Fairfax County YMCA- Reston

Lady of America Fitness Center

LifeTime Fitness

Crunch Fitness

} Planned Facilities

PROGRAM MODEL UPDATE

Define program elements based
on feedback from:

- *Community Input*
- *Market analysis*
- *Existing Conditions*

Elements:

- *Aquatics*
- *Fitness Equipment*
- *Gymnasium*
- *Fitness/Wellness*
- *Community Spaces*
- *Support Spaces*

PROGRAM OPTIONS

- ◆ Option A: 52,000sf
 - ◆ 25YD Competition Pool (with diving well)
 - ◆ Weight and Fitness Space
 - ◆ Two Group Fitness Rooms
 - ◆ Single Multi-Activity Court
 - ◆ Single Multipurpose Room (meeting Room)


Project Cost: \$20.3M

 BRAILSFORD & DUNLAHEY

PROGRAM OPTIONS

- ◆ Option B: 84,900sf
 - ◆ 50M Competition Pool (with diving well)
 - ◆ Weight and Fitness Space
 - ◆ Two-Group Fitness Rooms
 - ◆ Two Multi-Activity Courts (Gymnasium)
 - ◆ Two Multipurpose Room (Meeting Rooms)

Project Cost: \$33.5M

 BRAILSFORD & DUNLAHEY

OPERATING MODEL - FINANCIAL OVERVIEW

- ◆ Objective of the model is to develop reliable and realistic operating costs and revenue projections to determine estimated Cost Recovery.
 - Model relies on benchmark data, information provided by RCC, demographic data, B&D internal research
- ◆ Analyze the financial impact of various operating strategies, membership structures and rates, staffing, and other operating assumptions

 BRAILSFORD & DUNLAHEY

MODEL INPUTS

- ◆ Building Program / Hours of Operations
- ◆ User Fee Assumptions
- ◆ Operating Revenues
- ◆ Operating Expenses
 - Personnel
 - Non-Personnel
- ◆ Net Cost Recovery

 BRAILSFORD & DUNLAHEY

USER FEE ASSUMPTIONS

◆ Rate Structure

- Low – commensurate with current Reston rates for aquatics and fitness
- Moderate – between current Reston rates and average public regional rates
- Market – represents average rate for public regional facilities


** Rates based on comparative analysis of existing public regional facilities*

USER FEE ASSUMPTIONS

Rate Category	SWIM PASS			FACILITY PASS		
	Low Rate	Moderate Rate	Market Rate	Low Rate	Moderate Rate	Market Rate
Daily Admission						
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
20 Swim Pass						
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
3 Months						
Adult Single	\$110.00	\$132.00	\$154.00	\$137.50	\$165.00	\$200.00
Family	\$250.00	\$300.00	\$350.00	\$312.50	\$375.00	\$450.00
Yearly						
Adult Single	\$380.00	\$456.00	\$532.00	\$475.00	\$570.00	\$660.00
Family	\$800.00	\$960.00	\$1,120.00	\$1,000.00	\$1,200.00	\$1,300.00


REVENUE OPPORTUNITIES

- ◆ Aquatic specialty classes (learn-to-swim, diving classes)
- ◆ Specialty fitness classes (Personal training)
- ◆ Aquatic Rentals
- ◆ Room Rentals
- ◆ Birthday parties

 BRAILSFORD & DUNLAVEY

OPERATING EXPENSES


- ◆ Personnel (Permanent)
 - General Manager
 - Assistant Manager - Business
 - Assistant Manager – Community Outreach/Programming
 - Front Desk / Member Service
 - Aquatic Operations Manager
 - Assistant Aquatics Operations Manager
 - Building Operations Supervisor/Aquatics Engineer
 - Aquatics Program Manager
 - Fitness Manager

 BRAILSFORD & DUNLAVEY

OPERATING EXPENSES

◆ Personnel (Temporary)


- Control Desk Attendant
- Youth Programming
- Head Lifeguards
- Lifeguards – Competition Pool
- Fitness Attendant
- Fitness Instruction
- Personal Trainers
- Aquatic Instructors

 BRAILSFORD & DUNLAHEY

OPERATING EXPENSES

◆ Operating expenses

- Advertising/marketing
- General expenses
- Contract Management
- Aquatic supplies
- Utilities
- Repair and Maintenance (General/Preventative)
- Custodial
- Contracted Staff

 BRAILSFORD & DUNLAHEY

PROJECT ECONOMICS

- ◆ The chart represents the cost recovery for the first ten years based on the varying rate structure – 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%

BRAILSFORD & DUNLAHEY

PROJECT ECONOMICS

- ◆ The chart represents the cost recovery for the first ten years based on the varying rate structure – 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%

BRAILSFORD & DUNLAHEY

NEXT STEPS

- ◆ Obtain Direction of Board for Financial Modeling and Cost Recovery Scenario
- ◆ Respond to Questions

MARKET ANALYSIS UPDATE

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.

Sections

- 1 Executive Summary
- 2 Market Analysis
- 3 Financial Analysis

Appendices

- A Competitive Context Charts
- B Demographic Data
- C Financial Model

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.¹ 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.

¹ 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)², 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

² 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
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Aquatics	2,138	6,368	19,019
Total Core Participants	39,270	114,981	361,990

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
Total Core Participants	21,977	58,499	177,289

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		■	
Total	5	12	5

EXHIBIT 2.7: PUBLIC FACILITIES BENCHMARKING OVERVIEW

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

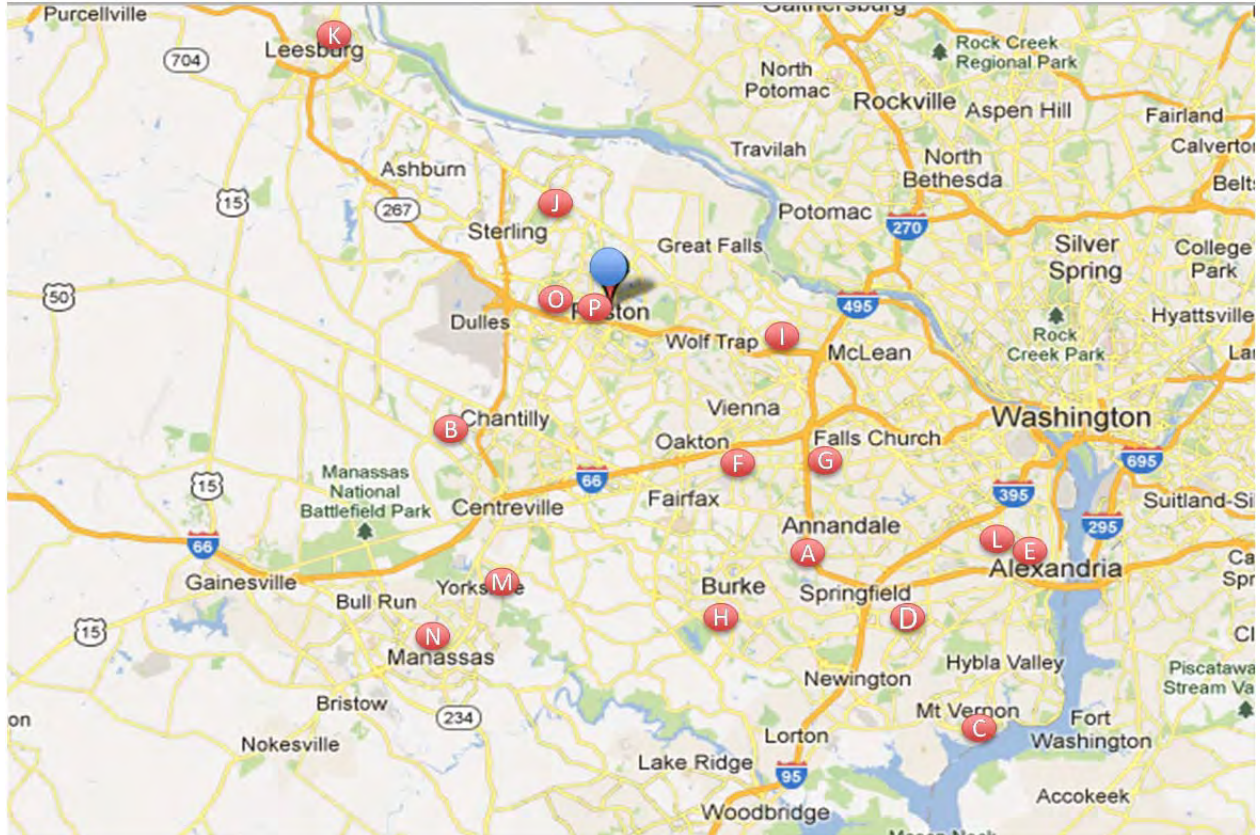


EXHIBIT 2.8: MAP OF PUBLIC FACILITIES

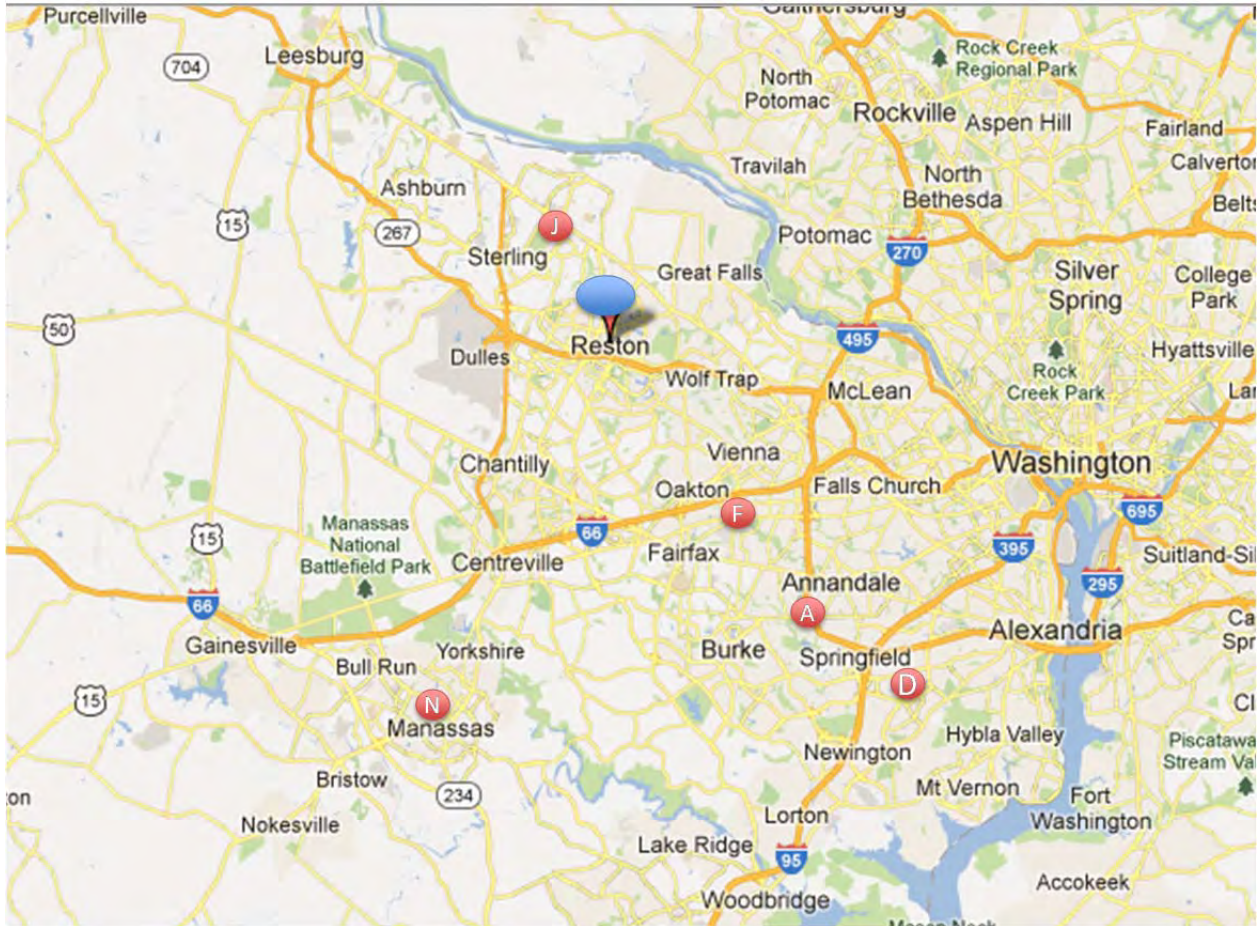


EXHIBIT 2.9: MAP OF PUBLIC FACILITIES WITH 50M POOLS

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
Resident Rates						
Daily Admission						
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
25-Admission Pass						
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
Monthly						
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
6 Months						
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
Yearly						
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
Total	22,750	15	2	3

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.

Private Swim Club	Rate
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
Daily Admission						
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
20 Swim Pass						
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
3 Months						
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
Yearly						
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.

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

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

Rate Category	Fairfax County	Ida Lee	Claude Moore	Freedom Aquatic	Herndon	Average
Resident Rates						
Daily Admission						
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
25-Admission Pass						
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
Monthly						
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
6 Months						
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
Yearly						
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

Rate Category	Fairfax County	Ida Lee	Claude Moore	Freedom Aquatic	Herndon	Average
Non-Resident Rates						
Daily Admission						
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
25-Admission Pass						
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
Monthly						
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
6 Months						
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
Yearly						
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

Rate Category	Fairfax County	Ida Lee	Claude Moore	Freedom Aquatic	Herndon	Average
Non-Resident Rate Premium						
Daily Admission						
Adult	31%	36%	50%	-	15%	26%
Youth/Student	62%	31%	53%	-	5%	38%
Child	-	-	-	-	-	-
Senior	62%	31%	53%	-	19%	42%
Family	88%	-	-	-	-	94%
25-Admission Pass						
Adult	-	32%	50%	-	23%	35%
Youth	-	32%	51%	-	7%	29%
Senior	-	32%	51%	-	43%	42%
Monthly						
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%
6 Months						
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%
Yearly						
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
Population		
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	<i>psm</i>
Trade Area Size	15.7	<i>sq mi</i>
Households		
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%
Average Household Income		
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%
Median Household Income		
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%
Per Capita Income		
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%
Other Income		
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

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Reston, VA		Reston
Household Income Distribution (2012)		
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%
Race and Ethnicity		
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

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Reston, VA		Reston	
Total Age Distribution (2012)			
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%
Female Age Distribution (2012)			
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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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

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Reston, VA		Reston
Household Type (2012)		
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
Marital Status (2012)		
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%
Educational Attainment (2012)		
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

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Reston, VA		Reston
Housing		
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%
Household Size (2012)		
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%
Household Stability (2012)		
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
Household Vehicles (2012)		
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
Travel Time (2010)		
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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Reston, VA		Reston
Transportation To Work (2010)		
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%
Daytime Demographics (2012)		
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
Labor Force		
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%
Occupation (2010)		
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

Units In Structure (2010)

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%

Homes Built By Year (2010)

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

Home Values (2010)

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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2000-2010 Census, 2012 Estimates with 2017 Projections

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Reston, VA

Reston

Total Annual Consumer Expenditure (2012)

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

Monthly Household Consumer Expenditure (2012)

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

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2310 Colts Neck Rd	5 mi drive distance	10 mi drive distance
Reston, VA 20191		
Population		
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>
Households		
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%
Average Household Income		
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%
Median Household Income		
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%
Per Capita Income		
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	
Race and Ethnicity				
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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COMPLETE PROFILE

2000-2010 Census, 2013 Estimates with 2018 Projections

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Craig Levin

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2310 Colts Neck Rd Reston, VA 20191	5 mi drive distance		10 mi drive distance	
Total Age Distribution (2013)				
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%
Female Age Distribution (2013)				
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	
Male Age Distribution (2013)				
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%
Males per 100 Females (2013)				
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	
Household Type (2013)				
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	
Marital Status (2013)				
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%
Educational Attainment (2013)				
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	
Housing				
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%
Household Size (2013)				
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%
Household Income Distribution (2013)				
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%
Household Vehicles (2013)				
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	
Travel Time (2010)				
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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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
Transportation To Work (2010)		
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%
Daytime Demographics (2013)		
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
Labor Force		
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%
Occupation (2010)		
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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COMPLETE PROFILE

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2310 Colts Neck Rd	5 mi drive distance		10 mi drive distance	
Reston, VA 20191				
Units In Structure (2010)				
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	-
Homes Built By Year (2010)				
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
Home Values (2010)				
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	

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2310 Colts Neck Rd Reston, VA 20191	5 mi drive distance	10 mi drive distance
Total Annual Consumer Expenditure (2013)		
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
Monthly Household Consumer Expenditure (2013)		
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
		Total	97
Aquatics			
Facility	Operating Hours	Hours/Day	Total Hours
Monday-Friday	6am-9pm	15	75
Saturday	8am-6pm	10	10
Sunday	10am-6pm	8	8
		Total	93
Total Operating Weeks F/T	52		
Total Operating Weeks P/T	50		

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

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

Cost Recovery			
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%

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

OPERATING PROFORMA										
Project Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Revenue										
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
Total Revenue	\$784,000	\$838,620	\$879,000	\$919,000	\$953,000	\$987,000	\$1,022,000	\$1,060,000	\$1,098,000	\$1,137,000
Operating Expense										
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
Total Operating Expenses	\$1,486,000	\$1,530,000	\$1,577,000	\$1,624,000	\$1,674,000	\$1,724,000	\$1,776,000	\$1,829,000	\$1,884,000	\$1,941,000
<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>
Net Operating Income	-\$702,000	-\$691,380	-\$698,000	-\$705,000	-\$721,000	-\$737,000	-\$754,000	-\$769,000	-\$786,000	-\$804,000
Operating Cost Recovery	53%	55%	56%	57%	57%	57%	58%	58%	58%	59%
Net Tax Support %	47%	45%	44%	43%	43%	43%	42%	42%	42%	41%
Non-operating Expense										
Replacement Reserve	\$39,200	\$41,931	\$43,950	\$45,950	\$47,650	\$49,350	\$51,100	\$53,000	\$54,900	\$56,850
Total Non-operating Expense	\$39,200	\$41,931	\$43,950	\$45,950	\$47,650	\$49,350	\$51,100	\$53,000	\$54,900	\$56,850
Cash Flow	-\$741,200	-\$733,311	-\$741,950	-\$750,950	-\$768,650	-\$786,350	-\$805,100	-\$822,000	-\$840,900	-\$860,850
Cumulative Replacement Reserve	\$39,200	\$81,131	\$125,081	\$171,031	\$218,681	\$268,031	\$319,131	\$372,131	\$427,031	\$483,881

OPERATING PROFORMA										
Project Year	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Operating Revenue										
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
Total Revenue	\$1,179,000	\$1,222,000	\$1,266,000	\$1,311,000	\$1,358,000	\$1,408,000	\$1,459,000	\$1,513,000	\$1,569,000	\$1,625,000
Operating Expense										
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
Total Operating Expenses	\$2,000,000	\$2,060,000	\$2,122,000	\$2,185,000	\$2,249,000	\$2,318,000	\$2,388,000	\$2,460,000	\$2,533,000	\$2,609,000
<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>
Net Operating Income	-\$821,000	-\$838,000	-\$856,000	-\$874,000	-\$891,000	-\$910,000	-\$929,000	-\$947,000	-\$964,000	-\$984,000
Operating Cost Recovery	59%	59%	60%	60%	60%	61%	61%	62%	62%	62%
Net Tax Support %	41%	41%	40%	40%	40%	39%	39%	38%	38%	38%
Non-operating Expense										
Replacement Reserve	\$58,950	\$61,100	\$63,300	\$63,500	\$67,900	\$70,400	\$72,950	\$75,650	\$78,450	\$81,250
Total Non-operating Expense	\$58,950	\$61,100	\$63,300	\$63,500	\$67,900	\$70,400	\$72,950	\$75,650	\$78,450	\$81,250
Cash Flow	-\$879,950	-\$899,100	-\$919,300	-\$937,500	-\$958,900	-\$980,400	-\$1,001,950	-\$1,022,650	-\$1,042,450	-\$1,065,250
Cumulative Replacement Reserve	\$542,831	\$603,931	\$667,231	\$730,731	\$798,631	\$869,031	\$941,981	\$1,017,631	\$1,096,081	\$1,177,331

OPERATING PROFORMA										
Project Year	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
Operating Revenue										
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
Total Revenue	\$1,685,000	\$1,745,000	\$1,809,000	\$1,875,000	\$1,944,000	\$2,014,000	\$2,087,000	\$2,163,000	\$2,242,000	\$2,323,000
Operating Expense										
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
Total Operating Expenses	\$2,688,000	\$2,769,000	\$2,851,000	\$2,936,000	\$3,025,000	\$3,115,000	\$3,209,000	\$3,306,000	\$3,405,000	\$3,508,000
<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>
Net Operating Income	-\$1,003,000	-\$1,024,000	-\$1,042,000	-\$1,061,000	-\$1,081,000	-\$1,101,000	-\$1,122,000	-\$1,143,000	-\$1,163,000	-\$1,185,000
Operating Cost Recovery	63%	63%	63%	64%	64%	65%	65%	65%	66%	66%
Net Tax Support %	37%	37%	37%	36%	36%	35%	35%	35%	34%	34%
Non-operating Expense										
Replacement Reserve	\$84,250	\$87,250	\$63,500	\$93,750	\$97,200	\$100,700	\$104,350	\$108,150	\$112,100	\$116,150
Total Non-operating Expense	\$84,250	\$87,250	\$63,500	\$93,750	\$97,200	\$100,700	\$104,350	\$108,150	\$112,100	\$116,150
Cash Flow	-\$1,087,250	-\$1,111,250	-\$1,105,500	-\$1,154,750	-\$1,178,200	-\$1,201,700	-\$1,226,350	-\$1,251,150	-\$1,275,100	-\$1,301,150
Cumulative Replacement Reserve	\$1,261,581	\$1,348,831	\$1,412,331	\$1,506,081	\$1,603,281	\$1,703,981	\$1,808,331	\$1,916,481	\$2,028,581	\$2,144,731

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
Maximum Participants at One Time							391

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
AQUATICS					
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
Subtotal - Aquatics			14,300		\$5,445,000
SPECIALIZED ACTIVITIES					
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
Subtotal - Specialized Activities			9,550		\$2,585,000
GYMNASIUM					
Multi-Activity Courts (84 ft. Court)	1	6,240	6,240	\$350	\$2,184,000
Subtotal - Enterprise			6,240		\$2,184,000
ENTERPRISE					
Snack Bar/Vending Area	1	250	250	\$200	\$50,000
Child Care Area	1	900	900	\$200	\$180,000
Subtotal - Enterprise			1,150		\$230,000
COMMUNITY ZONE					
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
Subtotal - Community Zone			1,250		\$343,750
SUPPORT SPACES					
General Administrative					
Administrative Suite	1	1,200	1,850	\$200	\$1,850
Admission Control/Lobby	1	500	500	\$200	\$100,000
Subtotal - General Administration			2,350		\$101,850
Support Spaces					
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
Subtotal - Support Spaces			5,300		\$1,307,500
Subtotal NASF			40,140	\$304	\$12,197,100
Building Core & Circulation With Building Efficiency		30.0%	12,042	\$200	\$2,408,400
Building Envelope			52,182	\$280	\$14,605,500

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
	Subtotal - Hard Costs	\$15,736,500

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
	Subtotal - Soft Costs	\$4,621,000

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

Financial Model

User Fee Assumptions

Daily Passes	7,700
Per Day	21

Total Passes	1,800	Passes
Swim Passes	50%	900
<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>
Facility Pass	50%	900
<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
Daily Admission						
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
20 Swim Pass						
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
3 Months						
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
Yearly						
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
Daily Admission	7,700				
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
20 Swim Pass	585				
Adult	50%	293	278	15	0
Youth	15%	88	83	4	0
Senior	35%	205	195	10	0
3 Months	90				
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
Yearly	225				
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
Daily Admission			
Adult	\$4.00	\$8.00	\$12.00
Youth/Student	\$2.50	\$5.00	\$7.50
Senior	\$2.50	\$5.00	\$7.50
20 Swim Pass			
Adult	\$65.00	\$94.25	\$107.25
Youth	\$45.00	\$65.25	\$74.25
Senior	\$45.00	\$65.25	\$74.25
3 Months			
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
Yearly			
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
Daily Admission									
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
20 Swim Pass									
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
3 Months									
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
Yearly									
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
20 Swim Pass								
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
3 Months								
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
Yearly								
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
TOTAL		\$152,385		\$157,985		\$163,791		\$169,810

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
20 Swim Pass	270				
Adult	50%	135	128	7	0
Youth	15%	41	38	2	0
Senior	35%	95	90	5	0
3 Months	90				
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
Yearly	540				
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
20 Swim Pass			
Adult	\$81.25	\$117.81	\$134.06
Youth	\$56.25	\$81.56	\$92.81
Senior	\$56.25	\$81.56	\$92.81
3 Months			
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
Yearly			
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
20 Swim Pass								
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
3 Months								
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
Yearly								
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
TOTAL		\$281,827		\$292,113		\$302,775		\$313,827

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								
						Total		\$89,101					\$31,364
												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 Tot's	\$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%

YEAR 1			
Birthday Parties	# of Parties	Birthday Package	Revenue
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
Total	160		\$26,000

YEAR 2			
Birthday Parties	# of Parties	Rental Fee	Rental Revenue
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
Total	200		\$33,686

YEAR 3			
Birthday Parties	# of Parties	Rental Fee	Rental Revenue
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
Total	200		\$34,916

YEAR 4			
Birthday Parties	# of Parties	Rental Fee	Rental Revenue
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
Total	200		\$36,190

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

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

Total Revenue	\$67,200
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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

Total Revenue	\$67,200
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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

Total Revenue	\$74,700
----------------------	-----------------

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

Total Revenue	\$82,200
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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
Total				\$27,250	\$18,750	\$8,500

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
Total				\$28,245	\$23,948	\$2,149

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
Total				\$29,276	\$24,666	\$2,305

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
Total				\$30,344	\$25,406	\$2,469

Revenue Escalation	103.65%
Expense Escalation	103.00%

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

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
Total Revenue	\$50,400	\$0

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
Total Operating Expenses	\$21,738	\$146,058	\$183,355	\$22,200	\$125,730	\$499,080
<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
Per Square Foot Assumptions						
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	

Administration						
Position	Type	FTE	Wage	Salary	Benefits	Total
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
Full Time Positions		3.00		\$185,000	\$59,200	\$244,000

Aquatics Operations						
Position	Type	FTE	Wage	Salary	Benefits	Total
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
Full Time Positions		3.00		\$160,000	\$51,200	\$211,000

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

Reston Community Center
 Financial Model
 Personnel Assumptions

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

Administration						
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
Full Time Positions				\$108,650	\$13,038	\$122,000

Aquatics Operations						
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
Full Time Positions				\$235,188	\$28,223	\$263,000

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

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

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
Administration																					
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
Aquatics																					
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
Fitness																					
Fitness Manager	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
Total	1	1	1	1	9	9	9	9	1	9	9	9	9	1	1	1	1	0	0	405	10.13

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
Administration																					
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
Aquatics																					
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
Fitness																					
Fitness Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Total	0	0	1	2	2	2	2	2	2	2	2	2	2	2	2	0	0	0	0	25	0.63

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
Administration																					
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
Aquatics																					
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
Fitness																					
Fitness Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Total	0	0	0	0	2	2	2	2	2	2	2	2	2	1	0	0	0	0	0	19	0.475

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

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
Administration																					
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
Aquatics																					
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
Fitness																					
Fitness Attendant	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	80	1.92
Total	2	5	5	5	6	8	8	8	8	8	8	9	9	8	6	6	6	1	0	572.5	13.76

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
Administration																					
Control Desk Attendant	0	0	0	2	2	2	2	2	2	2	2	2	2	0	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
Aquatics																					
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
Fitness																					
Fitness Attendant	0	0	0	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	11	0.26
Total	0	0	1	7	9	9	9	9	9	9	9	9	9	6	1	1	0	0	0	96.5	2.32

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
Administration																					
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
Aquatics																					
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
Fitness																					
Fitness Attendant	0	0	0	0	0	1	1	1	1	1	1	1	1	0	0	0	0	0	0	9	0.22
Total	0	0	0	0	0	7	9	9	9	9	9	9	7	2	0	0	0	0	0	70	1.68

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

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

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

Cost Recovery			
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%

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

OPERATING PROFORMA										
Project Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Revenue										
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
Total Revenue	\$1,091,000	\$1,155,520	\$1,212,000	\$1,260,000	\$1,305,000	\$1,352,000	\$1,401,000	\$1,451,000	\$1,504,000	\$1,557,000
Operating Expense										
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
Total Operating Expenses	\$1,826,000	\$1,880,000	\$1,937,000	\$1,995,000	\$2,056,000	\$2,117,000	\$2,180,000	\$2,245,000	\$2,313,000	\$2,382,000
<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>
Net Operating Income	-\$735,000	-\$724,480	-\$725,000	-\$735,000	-\$751,000	-\$765,000	-\$779,000	-\$794,000	-\$809,000	-\$825,000
Operating Cost Recovery	60%	61%	63%	63%	63%	64%	64%	65%	65%	65%
Net Tax Support %	40%	39%	37%	37%	37%	36%	36%	35%	35%	35%
Non-operating Expense										
Replacement Reserve	\$54,550	\$57,776	\$60,600	\$63,000	\$65,250	\$67,600	\$70,050	\$72,550	\$75,200	\$77,850
Total Non-operating Expense	\$54,550	\$57,776	\$60,600	\$63,000	\$65,250	\$67,600	\$70,050	\$72,550	\$75,200	\$77,850
Cash Flow	-\$789,550	-\$782,256	-\$785,600	-\$798,000	-\$816,250	-\$832,600	-\$849,050	-\$866,550	-\$884,200	-\$902,850
Cumulative Replacement Reserve	\$54,550	\$112,326	\$172,926	\$235,926	\$301,176	\$368,776	\$438,826	\$511,376	\$586,576	\$664,426

OPERATING PROFORMA										
Project Year	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Operating Revenue										
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
Total Revenue	\$1,615,000	\$1,673,000	\$1,736,000	\$1,799,000	\$1,865,000	\$1,933,000	\$2,004,000	\$2,078,000	\$2,153,000	\$2,232,000
Operating Expense										
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
Total Operating Expenses	\$2,453,000	\$2,528,000	\$2,603,000	\$2,681,000	\$2,761,000	\$2,845,000	\$2,930,000	\$3,019,000	\$3,109,000	\$3,202,000
<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>
Net Operating Income	-\$838,000	-\$855,000	-\$867,000	-\$882,000	-\$896,000	-\$912,000	-\$926,000	-\$941,000	-\$956,000	-\$970,000
Operating Cost Recovery	66%	66%	67%	67%	68%	68%	68%	69%	69%	70%
Net Tax Support %	34%	34%	33%	33%	32%	32%	32%	31%	31%	30%
Non-operating Expense										
Replacement Reserve	\$80,750	\$83,650	\$86,800	\$63,500	\$93,250	\$96,650	\$100,200	\$103,900	\$107,650	\$111,600
Total Non-operating Expense	\$80,750	\$83,650	\$86,800	\$63,500	\$93,250	\$96,650	\$100,200	\$103,900	\$107,650	\$111,600
Cash Flow	-\$918,750	-\$938,650	-\$953,800	-\$945,500	-\$989,250	-\$1,008,650	-\$1,026,200	-\$1,044,900	-\$1,063,650	-\$1,081,600
Cumulative Replacement Reserve	\$745,176	\$828,826	\$915,626	\$979,126	\$1,072,376	\$1,169,026	\$1,269,226	\$1,373,126	\$1,480,776	\$1,592,376

OPERATING PROFORMA										
Project Year	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30
Operating Revenue										
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
Total Revenue	\$2,312,000	\$2,396,000	\$2,484,000	\$2,574,000	\$2,669,000	\$2,766,000	\$2,868,000	\$2,973,000	\$3,082,000	\$3,194,000
Operating Expense										
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
Total Operating Expenses	\$3,298,000	\$3,397,000	\$3,499,000	\$3,604,000	\$3,712,000	\$3,823,000	\$3,937,000	\$4,056,000	\$4,177,000	\$4,302,000
<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>
Net Operating Income	-\$986,000	-\$1,001,000	-\$1,015,000	-\$1,030,000	-\$1,043,000	-\$1,057,000	-\$1,069,000	-\$1,083,000	-\$1,095,000	-\$1,108,000
Operating Cost Recovery	70%	71%	71%	71%	72%	72%	73%	73%	74%	74%
Net Tax Support %	30%	29%	29%	29%	28%	28%	27%	27%	26%	26%
Non-operating Expense										
Replacement Reserve	\$115,600	\$119,800	\$63,500	\$128,700	\$133,450	\$138,300	\$143,400	\$148,650	\$154,100	\$159,700
Total Non-operating Expense	\$115,600	\$119,800	\$63,500	\$128,700	\$133,450	\$138,300	\$143,400	\$148,650	\$154,100	\$159,700
Cash Flow	-\$1,101,600	-\$1,120,800	-\$1,078,500	-\$1,158,700	-\$1,176,450	-\$1,195,300	-\$1,212,400	-\$1,231,650	-\$1,249,100	-\$1,267,700
Cumulative Replacement Reserve	\$1,707,976	\$1,827,776	\$1,891,276	\$2,019,976	\$2,153,426	\$2,291,726	\$2,435,126	\$2,583,776	\$2,737,876	\$2,897,576

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
Maximum Participants at One Time							530

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
AQUATICS					
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
Subtotal - Aquatics			27,400		\$10,633,750
SPECIALIZED ACTIVITIES					
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
Subtotal - Specialized Activities			13,100		\$3,557,500
GYMNASIUM					
Multi-Activity Courts (84 ft. Court)	2	6,240	12,480	\$350	\$4,368,000
Subtotal - Enterprise			12,480		\$4,368,000
ENTERPRISE					
Snack Bar/Vending Area	1	250	250	\$200	\$50,000
Child Care Area	1	900	900	\$200	\$180,000
Subtotal - Enterprise			1,150		\$230,000
COMMUNITY ZONE					
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
Subtotal - Community Zone			2,400		\$660,000
SUPPORT SPACES					
General Administrative					
Administrative Suite	1	1,200	1,850	\$200	\$1,850
Admission Control/Lobby	1	150	150	\$200	\$30,000
Subtotal - General Administration			2,000		\$31,850
Support Spaces					
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
Subtotal - Support Spaces			6,800		\$1,682,500
Subtotal NASF			65,330	\$324	\$21,163,600
Building Core & Circulation With Building Efficiency		30.0%	19,599	\$200	\$3,919,800
Building Envelope			84,929	\$295	\$25,083,400

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
	Subtotal - Hard Costs	\$26,570,400

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
	Subtotal - Soft Costs	\$7,025,000

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

Financial Model

User Fee Assumptions

Daily Passes	10,600	
Per Day	29	
Total Passes	2,500	Passes
Swim Passes	50%	1,250
<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>
Facility Pass	50%	1,250
<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
Daily Admission						
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
20 Swim Pass						
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
3 Months						
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
Yearly						
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
Daily Admission	10,600				
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
20 Swim Pass	813				
Adult	50%	406	386	20	0
Youth	15%	122	116	6	0
Senior	35%	284	270	14	0
3 Months	125				
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
Yearly	313				
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
Daily Admission			
Adult	\$4.00	\$8.00	\$12.00
Youth/Student	\$2.50	\$5.00	\$7.50
Senior	\$2.50	\$5.00	\$7.50
20 Swim Pass			
Adult	\$65.00	\$94.25	\$107.25
Youth	\$45.00	\$65.25	\$74.25
Senior	\$45.00	\$65.25	\$74.25
3 Months			
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
Yearly			
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
Daily Admission									
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
20 Swim Pass									
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
3 Months									
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
Yearly									
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
Daily Admission								
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
20 Swim Pass								
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
3 Months								
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
Yearly								
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
TOTAL		\$211,329		\$219,095		\$227,146		\$235,493

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
20 Swim Pass	375				
Adult	50%	188	178	9	0
Youth	15%	56	53	3	0
Senior	35%	131	125	7	0
3 Months	125				
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
Yearly	750				
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
20 Swim Pass			
Adult	\$81.25	\$117.81	\$134.06
Youth	\$56.25	\$81.56	\$92.81
Senior	\$56.25	\$81.56	\$92.81
3 Months			
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
Yearly			
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
20 Swim Pass								
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
3 Months								
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
Yearly								
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
TOTAL		\$391,426		\$405,713		\$420,521		\$435,870

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								
						Total		\$89,101					\$31,364
												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%

YEAR 1			
Birthday Parties	# of Parties	Birthday Package	Revenue
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
Total	160		\$26,000

YEAR 2			
Birthday Parties	# of Parties	Rental Fee	Rental Revenue
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
Total	200		\$33,686

YEAR 3			
Birthday Parties	# of Parties	Rental Fee	Rental Revenue
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
Total	200		\$34,916

YEAR 4			
Birthday Parties	# of Parties	Rental Fee	Rental Revenue
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
Total	200		\$36,190

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

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

Total Revenue	\$128,100
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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

Total Revenue	\$128,100
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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

Total Revenue	\$143,100
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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

Total Revenue	\$150,600
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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
Total				\$32,500	\$22,500	\$10,000

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
Total				\$33,686	\$28,737	\$2,475

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
Total				\$34,916	\$29,599	\$2,658

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
Total				\$36,190	\$30,487	\$2,852

Revenue Escalation	103.65%
Expense Escalation	103.00%

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

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
Total Revenue	\$37,800	\$37,800

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
Total Operating Expenses	\$18,500	\$236,615	\$321,290	\$32,838	\$191,393	\$800,635
<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
Per Square Foot Assumptions						
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	

Administration						
Position	Type	FTE	Wage	Salary	Benefits	Total
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
Full Time Positions		3.00		\$185,000	\$59,200	\$244,000

Aquatics Operations						
Position	Type	FTE	Wage	Salary	Benefits	Total
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
Full Time Positions		3.00		\$160,000	\$51,200	\$211,000

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

Reston Community Center
 Financial Model
 Personnel Assumptions

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

Administration						
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	\$13.25	\$79,500	\$9,540	\$89,040
Full Time Positions				\$108,650	\$13,038	\$122,000

Aquatics Operations						
Position	Type	Hours	Rate	Total	Benefits	Total
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
Full Time Positions				\$268,313	\$32,198	\$301,000

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

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

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
Administration																					
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
Aquatics																					
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
Fitness																					
Fitness Manager	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0	40	1.00
Total	1	1	1	1	9	9	9	9	1	9	9	9	9	1	1	1	1	0	0	405	10.13

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
Administration																					
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
Aquatics																					
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
Fitness																					
Fitness Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Total	0	0	1	2	2	2	2	2	2	2	2	2	2	2	2	0	0	0	0	25	0.63

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
Administration																					
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
Aquatics																					
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
Fitness																					
Fitness Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Total	0	0	0	0	2	2	2	2	2	2	2	2	2	1	0	0	0	0	0	19	0.475

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

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
Administration																					
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
Aquatics																					
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
Fitness																					
Fitness Attendant	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	80	1.92
Total	2	6	6	6	7	9	9	9	9	9	9	9	9	8	6	6	6	1	0	622.5	14.96

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
Administration																					
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
Aquatics																					
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
Fitness																					
Fitness Attendant	0	0	0	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	11	0.26
Total	0	0	1	7	9	9	9	9	9	9	9	9	9	6	1	1	0	0	0	96.5	2.32

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
Administration																					
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	2	0	0	0	0	0	0	12	0.29
Aquatics																					
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
Fitness																					
Fitness Attendant	0	0	0	0	0	1	1	1	1	1	1	1	1	1	0	0	0	0	0	9	0.22
Total	0	0	0	0	0	7	9	9	9	9	9	9	7	2	0	0	0	0	0	70	1.68



**RESTON COMMUNITY CENTER
BOARD OF GOVERNORS SPECIAL MEETING REPORT
JUNE 10, 2013**

The Board of Governors met on June 10, 2013.

Present were:

- Beverly Cosham, Chair
- Bill Penniman
- Roger Lowen
- Gerald Zavala
- Lisa Ehrhardt
- Vicky Wingert

Absent and Excused:

- Bill Bouie
- Bill Keefe
- Cathy Vivona

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- Thomas Ward, Deputy Director
- Cristin Bratt, Public Information Officer
- Joe Leary, Aquatics Director

Working Session with Craig Levin of Brailsford & Dunlavey

Leila welcomed everyone at 6:30 p.m. to the meeting that was set up specifically so Board members can ask Craig Levin (of Brailsford & Dunlavey) questions about the study that was posted to our website a week ago following the June 3 Long Range Planning Committee meeting. Leila said that we did not receive additional questions or comments from the public via RCCContact@fairfaxcounty.gov, other than a supplemental analysis that Terry Maynard submitted, which was specific to the Reston Citizens Association study. Board members will address questions to Craig and several members not present have submitted questions ahead of time. Leila explained that once we complete tonight's session, we will compile answers and update the FAQ with new material based on this information. She invited folks to please listen, but not chime in. The Board will take questions following the Board's Q&A session with Craig.

At 6:38 p.m., Bev called the meeting to order. Leila indicated that Craig received questions ahead of time and she asked him to address those questions. Craig said that since the report was released, he has identified adjustments that need to be made to certain formulas. He also said he wanted to clarify some of the data with additional labels.

In looking at page 2.7, Craig explained that in terms of reconciling participation and demand numbers, he and his team tried to determine demand numbers without using a survey. They used feedback and comments from the past few months and heard a lot of requests for a competitive pool, and some requests for a therapeutic pool. He said the assumptions can be refined as they receive more community input. He said they also relied largely on demographics in the area, because you can get a certain level of comfort on estimated participation from analyzing specific categories within the demographics. He said that based on these demographics, there's a higher likelihood that you'll participate in this activity more frequently. The goal was to arrive at a participant number and of that number, a likely core participant number. He said the chart on page 2.7 should be labeled accordingly. His team really focused on fitness activities, including weights and fitness aquatics. He indicated that this is the info they were able to ascertain without doing a detailed study. He said that filters need to be applied and that this is a conservative approach. He said you could just look at total participants and not just likely core participants. His team also looked at participants most likely to use a private facility. Based on this, his team did their best to assign square footage and program element demand. Craig clarified that the top

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table on 2.7 is Core Participants with a further filter of likelihood of participation, though it changes from category to category. He thinks he needs to present the bigger chart in order to show the different percentages. Craig said he will revise page 2.7 to clarify that the top table is aggregate for a bunch of different percentages. There is duplication in these numbers (someone in yoga might participate in pilates, someone in free weights might also use cardio). They did their best to ensure there was not any duplication in the aggregate numbers. In the financial model, when they look at our program (page 5 of the B&D June 3 report), they assign capacity based on different activities. In considering the demand figure, he has learned from studies that if you make it too crowded, people won't be interested in that facility. He therefore wants to arrive at a comfortable figure. He explained that if you think of an equipped fitness space, one user for every 45 square feet of space is a comfortable level so that everyone is not waiting in line. Leila added that the assumption is that everyone who wants to use that equipment is not using it at the exact same time.

Gerald asked if the other factor is the 10 percent capture rate. Craig confirmed. Gerald asked if that 10 percent varies between categories. Craig said it is standard throughout their model. He added that they geared it towards Reston use and that they wanted to be sure there was enough demand in Reston, but that these facility features could attract others.

Craig discussed needing to better explain the numbers he came up with on 2.7 of the June 3 report since they have caused much confusion.

Roger added that if you calculate on the basis of every machine being in use, it's not realistic because people will look for a certain piece of equipment and will wait for it to become available. Craig added that he and his team were conservative in their estimates and were trying to avoid over projecting participation. Based on these numbers, Craig said we want to look at other facilities and see what they're doing. Lifetime Fitness and other facilities will be big facilities and will no doubt take some demand from the Reston market but they fulfill a very different market niche.

Bill P. asked if the distinction between those that are "most likely to use" and the "core participants" is the difference between 7,300 and 3,000, meaning that the 4,300 difference represents casual users. Craig confirmed.

Leila asked Craig to talk about his assumptions for the financial model.

Craig said his assumptions allowed for a model for what this potential operation could look like, including hours, revenue and operating expenses. The biggest assumption involves who is going to be using this facility and on what basis. He indicated that typical facility users might call it an access pass, but said the nomenclature used will define what it will be. Basically, they tried to create a flexible situation to accommodate people who would want to use a facility in different capacities.

Craig said the assumptions take us from the questions about the market to an understanding of what the building can support. The program is based on the demand numbers that B&D came up with and what the related square foot allocation is. In addition, they considered the input received from the several community meetings. He indicated that they heard a lot of comments that reflected a need for a competition pool. He said the demand variance is not significant between the options for a 25-yard or 50-meter pool. The options provided in the B&D report give more flexibility and lets Board members manipulate options to find an ideal combination of amenities to meet their complete understanding of the community's needs. He did not hear as much need for a leisure pool as he did for a competitive pool. He added that RCC already has one leisure pool here that could potentially serve that purpose.

Bill P. asked how Craig defined competition pool. Craig said that a competition pool includes cold water, lanes and includes water deep enough to dive in. He added that a hybrid facility could be designed that attracts both competitive and leisure-time swimmers. Craig said that a leisure pool could include things like zero-depth entry, water features and play features like a lazy river, such as the Park Authority's Cub Run Recreation Center. You would not swim laps in a leisure pool.

Bill P. asked if temperature was defined in Craig's definition of a competition or leisure pool. Craig said they have not reached that point yet. Leila added that you can change temperature set points. It cannot

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be done within a day, but you can schedule them on different days so that you would have warmer water on certain days for leisure use and colder water on others for competition.

Craig said that what he provided in the report is representative because the report presents two different programs, with three different rate scenarios possible in each option. The report only reflects the low rate option in the proforma. He built a live model to toggle between different assumptions and inputs to see what the cost recovery might be. He said he can provide details for all three of those models for each program that was presented. He said it was based on admission passes for Reston, non-Reston and non-County users. For daily passes, they assumed 95 percent Reston users, 4 percent non-Reston, 1 percent non-County for daily admission. For user multi-visit passes, he used a certain cost escalation premium for non-Reston users. There likely won't be non-county pass users, but there will be a percentage of non-Reston users.

Bill P. asked if 5 percent non-Reston users were an assumption. Craig said that it was a conservative assumption based on RCC history. Leila inquired whether or not other issues aside from RCC rates and policies influence the utilization by Reston or non-Reston users. Craig explained that convenience is a huge driver of behavior beyond the issues of price or access. Additionally, if you have a unique offering, it can drive demand. Users will consider what's available that isn't available elsewhere. The model was built to indicate what the impact to cost recovery would be if operated similarly to the RCC current operation. The current public environment is pushing much more toward a complete cost recovery; if you move in that direction, there will be an impact to the bottom line. The RCC model would likely be a hybrid of its current approach and the market approach where the facility is self-sustaining from user fees.

Lisa asked Craig to discuss demand issues related to the courts and meeting rooms. Craig responded that the private sector sports complexes cater to use by leagues and camps as opposed to the individual or more casual user. Lisa mentioned that RCC provides access to all of Reston; from the millionaire to the low-income user, and that not every kid or adult belongs to a league or sports group. Craig explained that those options were included because there is very little available to address that area of demand; there would be opportunities for the facility to benefit from both league rental fees and other types of users. He noted that rentals will not drive the financial success of the facility, but there is a demand for it.

Leila asked Craig if he would discuss the types of fees and utilization. Craig responded that they examined passes that would yield access to the total facility, different types of users, payment structures for separately offered activities such as lessons and personal training, and that the labels could be better clarified. Craig said that their model included an offset to represent fee waivers, and that they assumed that multiple types of use could occur simultaneously, such as lessons during lap lane rentals and so on.

Roger suggested that the model needed to consider that the type of clientele RCC facilities serve is much different from that of private facilities. He described that all ages, income levels and users ranging from casual to intensive exercise are included. There might be someone who just wants to swim a couple times a month or there might be a triathlete in training. He also indicated that fitness space areas are expanding in public facilities and that the right size for that program might be closer to 10,000 square feet based on the demand level the report describes. Craig acknowledged that the model provides for different price points for access to accommodate a range of users and that the square footage for fitness could be enlarged but that the report reflects a match of the current demand level for the public type of experience that would be offered. Roger added that when he visited Cub Run Recreation Center, a representative there said that their 5,000 square foot space was insufficient. He would hate to see us build a facility that is not adequate.

Bill P. inquired about the ways the model could be reviewed to reflect different operating assumptions such as 10 percent non-Reston use or 20 percent non-Reston use. He also said he thought he detected some variation within the tables in the report on the percentages of those. Craig said he would go back and check the assumptions for all the tables and verify they are consistent or fix that if they are not.

Leila asked Craig how much square footage an indoor track feature might require. Craig responded that would depend on how that is designed into the facility; it can be accommodated around other features and could end up being an aggregate addition of anywhere from 4,000 square feet to 8,000 square feet. He could provide a rough order of magnitude of cost for that feature. He said the study can further reflect factors unique to the Reston perspective that aren't included such as what the impact of a green roof or

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rooftop field might be; what a learning component such as a garden might provide. Craig added that adding things like an indoor track to an existing sport court, or adding a field or garden on the roof would add significant value. It is not a net plus for square footage, but it could be considerable in terms of an asset.

Bill P. asked Craig to clarify what a "wet classroom" is; Craig described it as a room in which participants can be soaking wet; it's basically a room where a swim team or group of swimmers can meet outside the pool itself. Bill P. asked if it is common for facilities to include both a leisure and competition pool. Craig said it is, but not necessarily a "rule." It depends on what needs you feel should be fulfilled and whether or not there are options to fulfill them already available. Bill P. further inquired as to what type of revenue escalation was factored into the model. Leila described that RCC had not reviewed its user fees for drop-in swimming but one time in 34 years and that we would no longer be letting our rates lag so far behind the market for other public facilities. She described that the fees would be increased by roughly 30% in the upcoming year and reviewed annually thereafter. There was discussion of the escalation of both revenue and expenses needing to match regardless of the underlying policy regarding the levels of subsidy or no subsidy for various types of use.

Bill P. asked if net assignable footage, square footage and gross square footage are the same thing. Craig confirmed. Bill P. asked if Craig had considered parking in the study. Craig said he used the County code to arrive at that figure for overall square footage required for parking. Bill P. inquired about how much of the overall parking is typically used at any given time outside of big events. Leila suggested that the existing Hunters Woods parking lot might be a comparison point; it has roughly 300 spaces of which some 80 are provided to support RCC. There have never been more than one or two times a year, one of which is the South Lake High School Homecoming Parade, where the lot is completely full. She said that is with a big grocery store, RCC operating at full capacity in the CenterStage, the Community Room and the Terry L. Smith Aquatics Center.

Craig described that a similar situation would likely be the case for most recreation facilities in that outside of big event days there is never so much demand that all the allocated spaces are filled; however, people seem to want to park as close to a facility front door as possible and that creates a perception of the lot being "full." Bev mentioned that accessibility is a big issue for some people. She also described that at certain times of the day a parking lot feels full and at others, you can park anywhere. Leila described the Hunters Woods lot on Saturday mornings being the busiest and yet still not being absolutely full.

Roger asked if Craig would be updating the study recommendations based on the questions and Craig stated that he would be clarifying the tables and labeling data, but would not be changing the overall recommendation options. He said he would be able to model different revenue assumptions for the Board in a live demonstration too if they wanted to see how that would impact the bottom line in terms of cost recovery.

Leila then opened up the floor for comments and questions from the public and reminded those present about the rules for providing comments; 3 minutes for individuals and 5 minutes for those representing organizations. Gerald asked about the timeline for the posting of this report. Leila said that it would go up in the July 1 Board package which is sent to members on June 28 and also posted at the same time on the RCC website.

Public Comment

Frank Manheim, non-Reston resident, indicated that he and his wife Lucy updated their report, though it wasn't quite ready for this meeting. He will submit it to the Board and anyone else that requests it. He said that they have walked and analyzed Baron Cameron Park and six alternative sites. They've considered the various concerns that citizens have raised, including increased taxes, and non-Reston users. He said that while user needs and demand provide a baseline, they don't allow for innovation or vision. When Bob Simon initiated Reston, there were no users or need. That concept was a vision and it was implemented by some very clever and capable consultant analysts. He said that the new report by Terry Maynard (RCA), considers outside users. Frank noted that with a very small outside user quotient, you're going to have a high cost for Reston. If you reverse that, you could have a very advanced facility which could be more than 90 percent paid by outside users instead of by Reston. Non-Reston resident Marcia Parkinson asked if he could name the other site. Frank indicated that they would talk privately. Leila added that the RCC Building committee will be looking at other locations over the summer.

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Lucy Manheim, non-Reston resident, followed up on her husband's previous comments and listed the six locations that they have considered: the U.S. Geological Survey Campus, the reconstructed library, the five acres south of INOVA Emergency Care, the south/southwest most part of Lake Fairfax Park, Reston Heights, and the Reston National Golf Course. She noted that the last two locations have not responded to their inquiries.

Ed Robichaud, Reston resident, disclosed that he is a part-time exempt RCC employee. He wants to add a positive note to the discussion. He is intrigued at the concept of outside user fees that will get others to pay for Reston facilities. He said there's a reason why we have libraries vs. the bookstore, or YMCA vs. Lifetime Fitness. Lifetime Fitness has done their homework and thinks they could make money. He said RCC is not doing this as a revenue source; we're investing in our town. He reminded everyone that it's not about individual wants and needs, it's about Reston. He is not a swimmer or health club user, but is willing to pay for it. He doesn't care if it is run by Reston Association or Reston Community Center because the tax burden on Reston users will be the same. He said that in the 1980s, Reston Association had a health club and pool on a subscription base. They then made the decision to take them off subscription base. He agreed with that. He often compares Reston Community Center to Vienna Recreation Center, which is not a dump, but does not have many amenities. On the other hand, there is a showcase facility in Centreville that doesn't even compare to RCC.

Carrie Sawicki, Reston resident, said she is against this location, not the facility. She asked for clarification on the number of parking spaces required for this facility. Leila said 200-250. Carrie asked how many people will be using the facility. Leila and Bill P. said that we don't yet know. Leila clarified that the RCC Hunters Woods parking lot is 300+ spaces, of which 80+ are allocated because of the Reston Community Center, which is a 50,000 square foot facility with a 20M pool and a theatre with 290 seats.

Carrie asked if Cub Run and everything were built together and if anyone has looked at parking at Baron Cameron Park? Leila said that would be a question for the Park Authority and that the Park Authority would do a parking study as part of the Master Planning Process.

David Vurdelja, Reston resident, asked that RCC be more clear about building plans and perform a sensitivity analysis using a number of key inputs. He said if you increase fees by 10 percent, what is the net effect on the bottom line? How much would be required from a capital/operating standpoint? If there is then another increase of 10 percent, what is the bottom line impact? This would give citizens a sense of what could be done without taxes going up. He's shocked that fees have only been increased once in a 30 years. He thinks \$3 is an excellent pass rate. Leila reminded him that rate would be increasing in September.

Jeremy Novak, Reston resident, said he hasn't followed what's going on, but read about it in the newspaper. He said that looking into finances later on is a misplaced priority. We should have a better idea of the financial impact upfront, including personal impact on residents' pocketbooks and retirements. He doesn't think it should be paid for entirely by small tax district 5. The Board should be very transparent with the financial aspect of this proposal. Leila said that is the Board's intent, but we can't project the cost until we figure out what it will look like and where it will be. Jeremy said he heard a dollar amount of \$70 million and wants to know where that came from. He also quoted Richard America: "If you consider the costs, consider the full benefits to the community."

Diane Lewis, Reston resident, said that we have a community with 40 percent low income housing, and yet we're talking about a brand new facility. She said RCC Hunters Woods needs renovation. She wants to know why we are putting more financial obligation on small tax district 5 during a recession. As a household, she does not spend money on big ticket items in time like this. She asked why we are doing that as taxpayers.

Budget Review

At 8:00 p.m., public comment concluded and the Board considered the staff recommended RCC fund balance. Leila provided Board members with FY14 and FY15 budget outlines, based on FY13 outcomes. She said the FY13 savings appear to be on target with 3rd quarter estimates. She said FY14's estimate is based on the increased tax base and resulting increased revenue that was provided to us by the Department of Tax Administration. The increase that we're anticipating between FY14 and FY15 is a

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conservative 2.5 percent. There is a new expenditure that was not budgeted for in FY14: an evacuator system to help with the air quality system in the RCC Hunters Woods natatorium. Leila explained that the goal is to complete that improvement during the maintenance period when RCC is closed at the end of the summer. She also said that the FY15 outline includes a place holder to budget for communication on a bond referendum process, should we seek one in November 2014.

Lisa asked where the evacuator was budgeted. Leila responded that it is included in Capital Projects. The \$175,000 total includes \$135,000 for the evacuator and \$40,000 that was already allocated in the FY15 budget. She explained that the evacuator will pull air out of the pool environment and "evacuate" it. This will improve air circulation and recycle fresh air through the environment.

Gerald asked if the contingency fund continues to make up for the lost fund balances on the revenue side? Leila said that allocations in reserves are for capital projects, maintenance, feasibility studies and economic contingency. She said the allocations can be shifted if the Board decides it wants to adjust those allocations.

Bill P. noted that expenditures came in well below budget this year. The advantage of doing that in future years is that we are building capital that could help hold down costs of a new facility.

Leila said the staff is working to increase revenue and hold expenditures. She said we saved roughly 1.2 million if we come in at end of FY13 where we think we will. On average, we underspend by half a million per year. She believes that in FY15, we are within a half million dollars of our goal of a structurally balanced budget. Staff is looking at Personnel and Operating expenses against revenues, and then accelerating reserves as quickly as possible. The other opportunity is the potential for a larger than 2.5 percent increase to the tax base occurring between FY14 and FY15. Bill P. asked for the staff to review the budget and establish an increased contingency reserve for Capital Projects, such as the proposed recreation center. He believes we need to find other revenue sources and build up our Capital Project reserve in order to move forward with the proposed recreation center.

Leila indicated that while that wasn't possible for the advertised approved FY14 budget, she thinks it could be accomplished for the FY15 budget and the FY14 Carryover recommendations by asking the staff to review their budgets.

There was general agreement among the Board that RCC staff should work to establish a Capital Project Reserve priority and steady allocation in the budget, if it can be done without negatively impacting the service and products provided to Reston residents. Leila said that she would work with the staff to achieve the goal identified by the Board; there might be less potential in FY14, but more in the development of the FY15 budget. Leila said she will ask Renata Wojcicki (Finance Director) to allocate the reserves according to the Board priorities in both FY14 and FY15.

Roger and Bill P. said that the Board needs to seriously explore proffer opportunities. Leila reminded them that nobody will have that conversation with us until we figure out what we want to build and where we're going to do it. She also said that we need to achieve a structured balanced budget quickly regardless of approaching the County about any such opportunities.

Gerald asked if it was feasible to have no equipment expenses in FY15. Leila confirmed that we've had years with no equipment expenses.

Bill P. asked to return to the conversation about amenities in a new facility. He believes we should maximize the number of people in Reston that will use it. He thinks we could add 2,000 square feet to the fitness component and a 5,000 square foot leisure pool. That will attract many more people, especially in the winter.

Roger agreed and added that childcare is important. Leila said that we have to be careful because of childcare licensing requirements. She said the B&D proposal provides for a soft play area, but that we should avoid drop-off child care options due to strict licensing laws. Roger added that while the proposal includes vending machines, those are not healthy options. He would like to see a more structured food service component, perhaps something like Subway. As someone who is very familiar with the food service industry, Leila said that the problem with adding a food service component is there are a host of

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regulations to observe, it is not a revenue producer in practice because it's not a core competency for recreation facilities, and there is not therefore likely to produce high cost recovery. She said a public venue like we're considering can't efficiently be a food service provider

Lisa added that there are a lot of healthy vending machine options that include fruit, juices, energy drinks, healthy snacks and vitamin-infused waters. She pointed to the Claude Moore Recreation Center's vending area as a good example.

Leila told the Board that we need to get a perspective on a facility footprint. Vicky said that she would like to be sure it includes at least two sport courts as there is currently a deficit in what the community as a whole has to offer. She also agrees with adding a leisure component to the pool.

Leila reminded the Board that it has the option to reposition the RCC Hunters Woods pool as a warm-water, leisure pool. Joe Leary, RCC Aquatics Director, indicated that the RCC Hunters Woods pool is 4,000 square feet. That does not include the deck.

There was general discussion about both facility options presented by Brailsford & Dunlavey on June 3. Board members agreed that Option 2 better meets the community needs, but they would like to explore the addition of amenities including more fitness space, a leisure pool and an indoor running track. They said they didn't necessarily endorse all of these options in the facility, but wanted to explore impact on costs and footprint to see if they could be included. All Board members said that it is imperative to explore proffers, county contributions, partners and every other available option that would reduce or eliminate the impact to residents of small tax district 5. Bill P. said that he may be in the minority, but he is not entirely convinced that the 50M pool is needed. He wants to be sure we establish need. He also does not think the temperature should be below the temperature that is set for Fairfax County recreation centers.

Bill P. suggested that we might be able to establish a new model whereby we fund the facility for the first ten years, at which point the Park Authority takes over. Leila said that's a possibility, but the challenge is the communication with bond issuers since the tax revenue stream guarantees the bond. She said that perhaps it could be a Fairfax County bond and Reston Community Center pledges to the county.

Leila added that she met Wayne Hughes at a recent meeting. He is an architect for these types of facilities. He would be amenable to making a presentation to the board about innovative architectural possibilities that could be incorporated into this facility.

The meeting concluded at 8:49 p.m.



**RESTON COMMUNITY CENTER
BOARD OF GOVERNORS
ANNUAL PUBLIC HEARING FOR PROGRAMS AND BUDGET
JUNE 17, 2013**

The RCC Board of Governors held its Annual Public Hearing for Programs and Budget on June 17, 2013.

Present were:

- Beverly Cosham, Board Chair
- Bill Bouie
- Bill Penniman
- Roger Lowen
- Vicky Wingert
- Gerald Zavala
- Lisa Ehrhardt
- Cathy Vivona

Absent and Excused were:

- Bill Keefe

Attending from the RCC Staff:

- Leila Gordon, Executive Director
- Tom Ward, Deputy Director
- BeBe Nguyen, Media Director
- Cristin Bratt, Public Information Officer
- Pam Leary, Customer Service Manager
- Joe Leary, Aquatics Director
- Brian Gannon, Facilities Manager
- Patrick Laney, Assistant Theater Technical Director
- Terry Maynard, Bookings Assistant

Leila welcomed everyone 6:30 p.m. She shared that the purpose of this Annual Public Hearing for Programs and Budget was to share highlights of the preceding year, which are also included in the Annual Report distributed tonight and posted to our website. She said the Board will also consider adjustments to the FY14 budget and the outline for the FY15 year budget which we are working to prepare for presentation to the county in September. We'll be talking about activities related to the strategic plan for the upcoming year, particularly those that relate to an indoor recreation center for Reston. We will also be making a decision regarding a capital improvement project to improve air quality issues in the Terry L. Smith Aquatics Center. She introduced Board members and turned things over to Bev to begin the presentation (please see attached presentation slides).

Bev thanked everyone for coming and contributing and reminded all present that there will be a public comment period at the conclusion. She highlighted RCC partnerships and emphasized that they are key to our success. She highlighted key 2012 administrative progress and goals including ADA projects, conversion of RCC Hunters Woods to natural gas, the launch of online registration and the launch of an RCC social media presence. She also thanked RCC staff for their continued hard work, including Deputy Director Tom Ward and Assistant Theatre Technical Director Mark Brutsché, both of whom were recognized with Outstanding Performance Awards from Fairfax County Government.

Bev introduced Bill Bouie, Chairman of the Program/Policy Committee, to review program highlights from the last year.

Bill B. recapped 2012 programming and indicated that we received visits from artists around the world who not only performed at CenterStage, but visited youth in Reston Schools. He added that we sponsored signature events like Reston Multicultural Festival and the Dr. Martin Luther King Jr. Birthday Celebration, both of which attracted high-quality talent and guest speakers. He reiterated Bev's support of partnerships and said that we are able to host many successful events because of partnerships with community organizations. Other events include community cookouts, celebrations at Reston Association

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pools, Walker Nature Center events, and concerts and performances at both Lake Anne Plaza and Reston Town Center.

Bill B. said that Leisure and Learning has helped RCC expand offerings for young people through regular programs and after-school or out-of-school options, including programs at Lake Anne Elementary School and Dogwood Elementary School. More details are included in the Annual Report. He also indicated that of the roughly \$120,000 in fee waivers that were provided in 2012, about 2/3 of that total represent young people in camps. Bill B. also indicated that we had increased efforts in the 55+ department this year as well. He said that our partnership with the George Mason University's Osher Lifelong Learning Institute (OLLI) allowed RCC to expand class and performance offerings. RCC also expanded community service opportunities through partnerships with Reston Interfaith and the Southgate Community Center. RCC is also very active in Bobs Simon's effort "Serving Reston's Youth," which brings together many community organizations to ensure that all are working together to meet the needs of Reston's youngest residents. He announced that this group will present a Camp Expo in January 2014 that will give parents a chance to learn about the various summer camp options available for Reston youth.

In Aquatics, Bill B. indicated that we launched private lesson offerings this past year. These programs help us meet aquatics demand and ensure that we are making the best use of available pool time. He also indicated that our Aquatics staff shares its expertise with the community through the Drowning Education and Prevention program. He added that the Board recently reviewed and revised RCC fees, which largely impacts Aquatics patrons.

Bill B. Introduced Community Relations Program Chair Roger Lowen to talk about recent efforts regarding the proposed indoor recreation facility.

Roger said that over the past few months, the Board has engaged with the community to explore the idea of a new recreation facility. They are exploring market and financial information provided by Brailsford & Dunlavey and will continue to discuss what the data suggests in the way of approaches. The Board is committed to locating a suitable site and to pursuing all proffer and partner opportunities for financing. The Board will continue to seek public input as it explores opportunities and has tasked the Building Committee with reviewing other locations. He added that the Board has reached out to the planning staff for the county facilities at the Fairfax County North County Government Center Site and requested that they consider including indoor recreation facility options there as they move forward with their planning.

Roger reiterated that nothing the Board does tonight or in the coming months will be final on any level. If the Board determines that it wishes to pursue a partnership with the Park Authority – and the Park Authority shares that interest – the decisions to undertake a relationship by either Board would not be made until late 2013 or early 2014.

Roger introduced Board Treasurer Cathy Vivona.

Cathy reviewed the general budget process and reminded the group that RCC's fiscal year is from July 1 – June 30. At last June's Annual Public Hearing, a FY14 budget was presented. In September, it was submitted to the county for approval and was then published. Adjustments were then made in the 3rd quarter review in February. Those adjustments impacted the current fiscal year (FY13), as well as the upcoming fiscal year (FY14). She explained that's why there is a difference between the original and published FY14 budget and current FY14 budget as it appears on slide 16. Slide 16 also contains the FY15 budget outline. She indicated that because the Board is considering the possibility of a new capital project, it has directed the staff to plan for a budget that will consider this possibility and that also provides for Capital Project Reserves at a level giving RCC a foundation for the future. That future might involve a new facility, renovations for an existing facility, or contributing to a collaborative effort. Cathy said since the Board is unsure of what that will look like, they felt it wise to assure we would have the flexibility to consider such options. Therefore, they asked the staff to review budgets and reduce expenses in places where there have been funds left over at the end of the fiscal year (based on the past two years of actual spending in Personnel and Operating categories). Cathy also said that the FY15 budget outline allocates \$50,000 to support communication costs associated with possible preparation of a bond referendum item. This doesn't obligate the Board to the referendum, but leaves open the possibility.

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Cathy reviewed the FY14 Capital Projects (Slide 17), the Capital Improvement Plan with cost adjustments for a new natatorium evacuator system (Slide 18), Capital Maintenance Projects (Slide 19) and the FY14/15 Budget Calendar which the Board will act on tonight.

Leila thanked the Board and explained that following public comment, the Board will vote to provide direction to the staff regarding preparation of the FY15 budget, adjustments to the FY14 budget, and guidance on program priorities and how to approach them in terms of a facility size for a new RCC indoor recreation facility. She said the staff will continue to work on the FY15 budget submission and prepare the FY14 Carryover Request. The Board will have final approval of the FY15 Budget in September.

Public Comment

Robert Stites, Reston resident, has lived in Reston for 21 years, lives by Lake Anne and is here to support a new natatorium at Baron Cameron Park. He has swum at RCC Hunters Woods for the past 20 years. He said it is very well used and he knows there are a lot of opportunities that aren't available here because of the high demand. He added that multi-swimmer lanes are frequent and possible, but not always comfortable. He thinks smart decisions regarding Baron Cameron Park could give RCC some great opportunities. He has daughters that play soccer, but he thinks the number of soccer fields could be maintained. He thinks traffic and parking will be an issue that should be addressed, but he supports the proposed facility.

Larry Butler, Reston Association, thanked the Board for their service and for RCC's continued partnership with Reston Association and other community organizations. He hopes those partnerships will continue. He listed several examples of events that RA and RCC collaborate on: DEAP, Community Cookouts, Pool Parties, the award-winning Green Living Series, IPAR (especially Dogwood Pool), the Multicultural Festival, and the Reston Kids Triathlon. He said this past year, they had 40 scholarship participants for the kids' triathlon and it has been a great success.

Stephen Canner, Reston resident and representative for Belcastle Cluster, had two questions. (1.) Cathy mentioned a line item of \$50K for a bond referendum if the Board decides to move to a bond referendum. What is that for? Leila responded that it's largely postage and printing money that would be required to do mailings to educate the community on the question on the ballot. (2.) Stephen also asked why Reston should pay for something that the county has paid for in other areas of Fairfax County. He wants to know if the RCC Board has considered reaching out to Supervisor Hudgins to inquire as to why the county isn't giving money to Reston like it's giving to others. He wants this to be a positive agenda item and hopes the RCC Board will fight for Reston residents.

Roger responded and said we're only in the beginning stages and we're trying to figure out what the community wants and what the plans might entail. We're going to seek whatever we can in the way of proffers and assistance. He said the Board has not foreclosed any possibility.

Jill Gallagher, Reston resident, wants to let the Board know that a group of residents have been meeting regularly. Their main concerns are cost structure, location, and proven need for this facility. She said a lot of questions regarding the Brailsford & Dunlavey report were raised at the last RCC meeting, but there haven't been any answers. Jill wants answers. She also said that a lot of people think the Silver Line will significantly impact traffic and that any decisions on a new recreation center are premature. She said building a recreation center would add to local traffic. She also thinks RCC should wait to see the impact of Lifetime Fitness and Crunch and see if there is still need. She said public answers are very important.

Gordon Gerson, president of Reston Masters Swim Team, gave the following comments, presented in their entirety:

The second highest cause of accidental deaths among children below the age of 18 is drowning. The cure for this problem is easily available swimming lessons year-round.

The only public facility in Reston that offers swimming lessons year-round is swamped. That is the Terry L. Smith Aquatics Center at the Reston Community Center. For the past three years the waiting list for lessons at this pool has exceeded 2,000.

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This same pool attempts to support the South Lakes High School Swim Team, The Reston Masters Swim Team and Reston Swim Team Association - a very limited children's program. These account for approximately 15,000 visits per year. It cannot support competitions simply because it was designed before current competitive pool requirements existed.

In addition to providing year-round lessons, a well-designed recreation center with a pool that can support all of these activities along with the current facility is within reach. The Terry Smith Aquatics Center and the new pool will be able to provide water activities for Restonians of all ages from lesson, birthday parties and family outings, to water aerobics and senior aquatics exercises at a water temperature more conducive to these types of activities.

The children of Reston deserve the opportunity to enjoy the wonderful pastime of swimming safely on a year-round basis.

Lucy Manheim, non-Reston resident, said she tried to be a Restonian, but she couldn't afford it. She loves the Reston spirit though. She has one question about the air in the pool. She hopes the RCC has investigated UV filtration, rather than bromine use. She thinks that will be the best solution.

Colin Mills, Reston Citizens Association, thanked the Board members for their work. He also thanked them for taking the time to read RCA's recent report and for responding accordingly. He hopes the location exploration will be comprehensive and the results made public. He hopes the same will happen for the financial process. He asked the Board to please keep community dialogue open and involve as many parties as possible. It is a two-way process.

Nick Nobbe, Reston resident, is an aquatics supporter and supports the new facility. He supports looking for alternative sources of funding and looking for creative ways to address the air circulation issue at the Terry L. Smith Aquatics Center. Regarding the problem of congestion, he has lived off of Wiehle for 33 years. There is congestion and he agrees that it is dangerous. He asked the room if everyone present abides by the speed limit, because he is often alone in traveling the speed limit. Regarding the footprint of the new facility – which is 2-3% of the total acreage of Baron Cameron Park – if we could fit that proposed footprint into Lake Anne or Bowman Green or the golf course, it would be a much larger footprint for those locations. His question is what the added cost to tax payers will be. Regarding noise and pollution, the Silver Line will arrive shortly and noise and pollution will be pretty continuous. If a recreation center is built, he hopes we will incorporate green elements into the architectural design. He wonders if other Reston developers are observing green architecture. He also referenced the cost of an alternative location, as opposed to Fairfax County parks. Leila said there is a study on the RCC website that indicates those costs, but said there is substantial cost for land acquisition. Nick said we should be thinking not only as Restonians, but as residents of Fairfax County.

Laura Squier, Save Baron Cameron Park, passed the attached materials out (page 2.7 from the June 3 Brailsford & Dunlavey report). She highlighted the 1,449 number. She said she was shocked that the Board is willing to build a facility for this many people. She said 1,400 people and a \$30-\$40 million investment is difficult to understand. Regarding the demand for the Hunters Woods pool, she said that just tonight, she understood that RCC is now offering lessons through a private company. Leila clarified that they said private lessons - as in one-on-one swimming lessons – not a private company. Laura reiterated that she doesn't think a demand has been established.

David Vurdelja, Reston resident, thanked the Board members for their service and said he hopes that all residents – not just those attending meetings – will be made aware of the financial implications and hopefully the results of a traffic impact study. Regarding the 1,400 number that was referenced, he said it's hard to predict the number of swimmers a new facility will attract. He would suggest that a new facility would attract even more residents who are interested in health and fitness, regardless of whether or not they can afford private health club options. Regarding the park, he respects the notion of saving Baron Cameron Park, but he wonders for whom we are saving it, and from whom are we saving it.

Eran Nimitz, Reston resident, said she and her husband bought a house in Reston seven years ago. They do not have children but they have dogs and it's important to have a space for their dogs to be off leash. They live in Regency Square Cluster and there are a lot of families with dogs. Leila assured Eran

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that the dog park is not going away but if she had suggestions for improving the dog park, she could send them to the Park Authority. Eran thanked Leila.

Justin Nimitz, Reston resident, declined to speak based on Leila's clarification.

Denise Belyavsky, Reston resident, asked if it is true that RCC's expenditures have exceeded revenues in excess of \$1 million each year. Leila said that was not true, but said that the Board has made a conscious decision during the recession to keep our fees low and to plan for subsidy of programs and patron fees to enroll in them, using reserves where necessary which resulted in some years' spending exceeding revenues. Bill P. added that, due to the recession, RCC's expenditures have exceeded revenues, but expenditures do not exceed revenues every year. As a matter of prudent budgeting, when the economy is better, RCC builds up reserves to balance against downturns.

Denise added that there are three people swimming in the pool right now. Leila responded that there are peak and non-peak hours, as there are with any facility.

Don Neuman, Reston resident, said he has lived in Reston for 15 months. He was shocked to hear that RCC was consciously aware of keeping resident fees down during the recession. He asked if the Board ever considered reducing the small tax for district 5 residents, in response to that same recession. Leila said that at 4.7 cents per \$100 of value, there's little room for reduction. Don said he pays more than \$500 per year. Leila and Board members said that he receives a lot of value for that amount and considering the rate for RCC, and the implication of that amount with respect to his property value, that he was blessed. Don disagreed. Leila indicated that there are a lot of RCC patrons who frequent RCC facilities and events and therefore do find value in the tax. Don asked what McLean charges its residents and Leila responded that they charge 2.1 cents, but noted that they have a higher tax base value than Reston.

Don said he heard Bill Bouie say a few months ago that if we didn't move ahead with this proposed facility, we would be planned out of the Park Authority budget cycle for the next ten years. Bill B. responded that there is no Park Authority capital facility planned for Reston until at least 2023.

Don asked if someone could tell him why we still have a small tax district 5 and why is Reston excluded from the county funding for parks. Leila responded that small tax district 5 exists because the people of Reston made a decision to underwrite facilities it wanted ahead of the calendar process for typical facilities. Regardless of that calendar, Restonians made the decision to have the types of facilities they wanted, when they wanted them, and run for Reston and by Reston. She said that the Park Authority does not include any new facilities for any district in Fairfax County for the next 10 years. Reston is not being singled out. Don asked if people know they were signing up for that in perpetuity. Leila said yes, and Don was skeptical. Leila indicated that it has been contested several times, but on each occasion, it was made clear that the community endorses the tax and the services and programs it creates.

Melina Selimbegovic, Reston resident, said oftentimes when something bad happens, everyone hears about it, but when something good happens, nobody says anything. She said she is one of many who have been sitting back quietly waiting for this great new facility to be built because they believe it's a good thing. She said there have been a lot of bad things said of the facility, but she thinks it's a good thing. She said she and the other supporters can be engaged if needed. She uses the pool often, thinks it's a great value and supports this opportunity.

Leila thanked everyone for their public comment. She indicated that the Board needed to vote on the items presented earlier in the evening. She invited everyone to stay, but indicated that the public comment period has now closed.

Board Actions

MOTION #1: To advise RCC staff to proceed with preparing the FY15 Budget

Bill B. moved that the Board advise RCC staff to proceed with preparing the FY15 Budget as outlined this evening. Gerald seconded the motion. The motion passed unanimously.

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MOTION #2: To advise RCC staff to proceed with adjustments to the FY14 Budget

Regarding the adjustment for the air evacuator for the natatorium, Bill P. asked if we had considered the other options that Lucy Manheim referenced tonight. Leila said that we had, but that new filtration and HVAC options for the existing facility would cost upwards of \$2 million and that we should consider the extensive renovations to these systems in light of how the existing pool would be repurposed once the issues surrounding indoor recreation are resolved. Bill P. moved that the Board advise RCC staff to proceed with adjustments to the FY14 Budget, as outlined this evening. Cathy V. seconded the motion. The motion passed unanimously.

MOTION #3: To authorize RCC staff to proceed with planning and coordinating with the Park Authority on the basis of the program and facility footprints discussed at the June 10 meeting.

Roger moved that the Board authorize staff to provide the Park Authority with the outline of a footprint that would include pools (2), fitness equipment space, gymnasias (2), fitness/meeting rooms (2-4), indoor track and related requirements, in an approach that will minimize the building footprint. It was clarified that this was to keep the dialogue going with the Park Authority and did not obligate RCC to proceed with a recreation center or give up exploring sites other than Baron Cameron. Bill P. seconded the motion. Cathy abstained from voting. The motion passed unanimously, with one abstention.

Cathy asked if we had a group exploring proffers and other opportunities. Bill P. indicated that we need to explore those opportunities, but first need to figure out how and for what. It may include the Finance or Building Committee. There was general discussion among the Board regarding pursuing proffers. The Board emphasized their collective desire to pursue all proffer opportunities when the time is right.

The meeting adjourned at 7:52 p.m.



Reston Community Center

**Public Hearing for
Programs and Budget**
June 17, 2013
FY2014/FY2015 Budgets

FY13 Highlights

RCC's Community Partnerships continue to provide robust benefits to Reston; partners now include over 15 Reston organizations and all Reston schools.

FY13 Highlights (cont'd.)

Administration Efforts – Facilities and Services

Further progress on ADA Projects:

- Door openers, fountain, benches and other smaller project improvements completed

6/17/2013

FY13 Highlights (cont'd.)

Conversion of RCC HW to natural gas

- Already achieving savings (\$30,000)
- Savings will offset costs
- Better environmental footprint

Community Room enhancements in utilization; adjustments made to support local performing arts groups.

6/17/2013

FY13 Highlights (cont'd.)

Launch of online registration for priority Reston registration period

- Failure of system software to support the load
- Second attempt failure led to comprehensive and exhaustive software code review
- Re-launch date anticipated Dec. 1, 2013

6/17/2013

FY13 Highlights (cont'd.)

Social Media

- Facebook page launched
- Twitter account launched
- Constant Contact lists: over 6,000 recipients in RCC messaging by emails; lists are divided by interests and focus.

6/17/2013

FY13 Highlights (cont'd.)

Staff – Awards and accolades

- Outstanding Performance Awards to Deputy Director, Tom Ward; Assistant Theatre Technical Director, Mark Brutsche
- VRPS Awards for Best New Program: Green Living Series; Best Renovation (RCC Lake Anne)

6/17/2013

FY13 Highlights (cont'd.)

Programs – Arts & Events

- Steep Canyon Rangers, Hot Club of Detroit, Lunasa, etc. – sold out performances
- Artist residencies – work with local students by Luis Rodriguez, Cyrille Aimee, Diego Figueiredo, and Reduced Shakespeare Co.
- Naturalization Ceremonies: Reston Multicultural Festival and the CenterStage

6/17/2013

FY13 Highlights (cont'd.)

- Speakers such as Nnenna Freelon, Julian Bond for Reston Dr. Martin Luther King, Jr. Celebrations
- Partnered efforts expanded to more RA pools, Nature House events, Town Center and Lake Anne Plaza

6/17/2013

FY13 Highlights (cont'd.)

Programs – Leisure & Learning

- Increased enrollment and increased waiting lists
- Added 130 new participant slots for summer youth programs; filled more than 200 more seats over summer 2011
- New programs at Dogwood Elementary School for youth

6/17/2013

FY13 Highlights (cont'd.)

- Expanded program partnership with Osher Lifelong Learning Institute – serves enrichment classes and performances
- Expanded volunteer opportunities connected to Community Service with Arts & Events team
- Coordinated programming with Southgate Community Center
- Connecting Reston providers “Serving Reston Youth”

6/17/2013

FY13 Highlights (cont'd.)

Programs – Aquatics

- Launched Private Swimming Lesson Program – scheduled around available space and time that doesn't conflict with group lessons, recreational and fitness swimming
- DEAP: 500+ youth reached; 16 community presentations
- Reviewed gate pricing and pass pricing; new fee schedules effective September 1, 2013

6/17/2013

Looking Ahead: Strategic Plan

Board exploration of indoor recreation facility

- Addresses aquatics/fitness demand issues
 - Need for adequately zoned, sized and accessible site
 - Seek contributions from other funding resources
 - Consider impact to Small District 5 rate
 - Assure that Reston is engaged in the process

6/17/2013

Looking Ahead: Strategic Plan

- Activities to date
 - Exploring opportunity at Baron Cameron Park
 - Outreach to Fairfax County staff group looking at North Town Center planning
 - Collection of market data and financial models for facility costs and operations from Brailsford & Dunlavy
 - Study of Small District 5 tax base performance
 - Study of land values for a variety of sites
 - Study of the existing conditions at RCC Hunters Woods site

6/17/2013

Looking Ahead: Strategic Plan

- Activities to come
 - Staff to work with Fairfax County Park Authority Planners on Baron Cameron Park Master Plan concepts; report to Board (Summer, Fall 2013)
 - RCC Board of Governors Building Committee to review other sites and report to Board (Summer, Fall 2013)
 - Further refinement of market data and financial models for facility costs and operations with Brailsford & Dunlavy (Summer, Fall 2013)
 - Determination of whether or not to pursue partnership with Park Authority (Winter, 2014)

6/17/2013

FY15 Budget Outline

<u>Revenue</u>	<u>FY2014</u>	<u>FY2015</u>
• Estimated Fund Balance ¹	\$5,400,170	\$4,241,813
• Estimated Revenue ²	<u>\$7,495,003</u>	<u>\$7,819,710</u>
• Total Available Fund Bal.	\$12,895,173	\$12,061,523
<u>Expenditures</u>		
• Personnel ³	\$5,149,946	\$5,152,148
• Operating ³	\$3,300,414	\$3,144,851
• Capital Equipment	\$ 28,000	\$
• Capital Projects ⁴	\$ 175,000	\$ 130,000
• Total Expenditures	\$8,653,360	\$8,426,999
• Estimated Ending Balance	\$4,241,813	\$3,634,524
<u>Reserves</u>		
• Capital Project Reserve	\$ 2,500,000	\$2,500,000
• Maintenance Reserve (12% of # Est. Revenue)	\$ 899,400	\$ 938,365
• Feasibility Study (2% of # Est. Revenue)	\$ 149,900	\$ 156,394
• Economic and Program Contingency	\$ 692,513	\$ 39,765
• Unreserved Balance	\$ 0	0

- ¹Reflects anticipated FY13 outcomes not included in the published FY14 beginning Fund Balance.
- ²Reflects anticipated Real Estate Tax and activity revenue not included in the published FY14 Budget.
- ³Reflects anticipated reductions in expenses not included in the published FY14 Budget.
- ⁴Reflects an emergency Aquatics capital maintenance project not included in the published FY14 Budget.
- Further reductions in expenses in FY14 achieved through savings are not included in the beginning Fund Balance for FY15.

6/17/2013

FY14 Capital Projects

Already scheduled in summer 2013 or later and carried over from prior year allocations:

- ADA Family Restroom Conversion of Photo Lab - \$100,000
- Motor Control Panel Replacement - \$70,000
- Loading Dock Repair - \$40,000
- Generator Replacement - \$28,200
- Removal of fuel oil tank - \$15,500
- CR Chandeliers refurbishment - \$130,000

6/17/2013

Capital Improvement Plan

Capital Improvement Projects

Project	FY14	FY15	FY16
Natatorium Evacuator System (new/adjustment)	\$175,000		
Further improvements to the Terry L. Smith Aquatics Center should be considered in the context of planning regarding indoor recreation facility features. Possible renovations could include replacement of the entire natatorium HVAC systems, water filtration system, and upgrades to the pool that improve its functionality based on what its primary purposing suggests.			TBD
Renovation of RCC LA Customer Service Desk Improves accessibility for patrons/employees		\$30,000	

6/17/2013

Capital Maintenance Projects

Project	FY14	FY15	FY16
Motor Control Panel Replacement	\$70,000		
Loading Dock Repair	40,000		
Generator Replacement	28,200		
Removal of fuel oil tank	15,500		
CR Chandeliers refurbishment	130,000		
CenterStage enhancements		\$100,000	
Roof Replacements – Three sections: Pool, Theatre/HVAC, Main Floor			\$655,000

6/17/2013

FY14/15 Budget Calendar

Tonight

- Public input
- Board guidance on FY15 Budget; approval of new allocation for pool evacuator in FY14 budget
- Board guidance for staff planning with Park Authority on program priorities and associated square footage of a facility

6/17/2013

FY14/15 Budget Calendar (cont'd.)

- June/July/August/September
 - During June - August, the staff prepares the final FY15 Budget submission; makes budget adjustments to FY14 Budget via carryover
 - In September, BOG approves FY15 Budget submission

6/17/2013

Public Comment

Individuals may speak for 3 minutes.

Those speaking on behalf of an organization may speak for 5 minutes.

Please provide written statements for our official records if you have one.

6/17/2013

MARKET ANALYSIS

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
Total Core Participants	39,270	114,981	361,990

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
Total Core Participants	21,977	58,499	177,289

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

What demand

EXHIBIT 2.6: DEMAND PROJECTIONS