AGENDA

- Community Recreation Philosophy
- Case Study
- Capacity /Demand Analysis
- Program Review
- Financial Model
- Next Steps
COMMUNITY RECREATION

• Benefits of Community Recreation
• Public vs. Private Model
• Trends
• Existing Conditions
COMMUNITY RECREATION

- Parks and recreation centers have something to offer all members of the community
  - Infants – Classes for infants to participate with their mothers/fathers, preschool activities
  - Youth – Various classes, learn to swim program, sports leagues
  - Adults – Fitness, sports leagues
  - Seniors – Fitness, Art/Educational opportunities
- Promotes quality of life
- Promotes community
COMMUNITY RECREATION

• Whether You’re 7 or 70... Live Here or Work Here... There’s Something Just for You!
• If you live or work in Reston, you are part of the vibrant and diverse community that RCC serves. And you’re sure to find activities that you’ll enjoy. We’ve created programs to meet the needs and interests of a wide variety of groups, with more than 1,800 opportunities every year for learning, improving your health and fitness, developing new skills...
• ...and relaxing, having fun, and celebrating community with your family, friends and neighbors!
<table>
<thead>
<tr>
<th>Category</th>
<th>Public</th>
<th>Private</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Focus</td>
<td>All Ages and Abilities</td>
<td>Focus on specific market segment (adult market)</td>
</tr>
<tr>
<td>Service and Ethics Origin</td>
<td>Accessibility and promoting community access through a broad program</td>
<td>Consumer desire and willingness to pay</td>
</tr>
<tr>
<td>Accessibility</td>
<td>Affordability (typically below market rates)</td>
<td>Profit-making business</td>
</tr>
<tr>
<td>Financial Base</td>
<td>Tax Revenue / Fee Revenue</td>
<td>Private capital plus fee revenue</td>
</tr>
</tbody>
</table>
COMMUNITY RECREATION

• Trends
  • Recent economic times have made it more challenging for parks and recreation departments to receive proper funding
  • More pressure to develop financially sustainable operations
    • Mandate to achieve break-even operations
  • Provide amenities similar to private facilities
  • Wider range of “membership” types
COMMUNITY RECREATION

• Project Economics
  • Majority of community recreational facilities, particularly ones with large aquatic venues, are subsidized across the country to keep user fees, programs, and services at a more affordable price point for residents
<table>
<thead>
<tr>
<th>Revenue Function</th>
<th>FY 13 Actual</th>
<th>% of Total</th>
<th>Per/SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily Admissions</td>
<td>415,968</td>
<td>10%</td>
<td>$3.78</td>
</tr>
<tr>
<td>Corporate Memberships</td>
<td>65,918</td>
<td>2%</td>
<td>$0.60</td>
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<tr>
<td>Membership Sales</td>
<td>2,122,116</td>
<td>50%</td>
<td>$19.29</td>
</tr>
<tr>
<td>Facility Rental</td>
<td>62,748</td>
<td>1%</td>
<td>$0.57</td>
</tr>
<tr>
<td>Aquatic Pool Rentals</td>
<td>416,052</td>
<td>10%</td>
<td>$3.78</td>
</tr>
<tr>
<td>Aquatic Instruction</td>
<td>489,467</td>
<td>11%</td>
<td>$4.45</td>
</tr>
<tr>
<td>Children's Programs</td>
<td>162,411</td>
<td>4%</td>
<td>$1.48</td>
</tr>
<tr>
<td>Fitness Programs</td>
<td>234,732</td>
<td>6%</td>
<td>$2.13</td>
</tr>
<tr>
<td>Sports &amp; Recreation Programs</td>
<td>183,330</td>
<td>4%</td>
<td>$1.67</td>
</tr>
<tr>
<td>Child Care</td>
<td>45,172</td>
<td>1%</td>
<td>$0.41</td>
</tr>
<tr>
<td>Locker Rental</td>
<td>21,041</td>
<td>0%</td>
<td>$0.19</td>
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<tr>
<td>Pro Shop</td>
<td>14,988</td>
<td>0%</td>
<td>$0.14</td>
</tr>
<tr>
<td>Other</td>
<td>24,876</td>
<td>1%</td>
<td>$0.23</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>4,258,820</strong></td>
<td></td>
<td><strong>$38.72</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Expenses Function</th>
<th>FY 13 Actual</th>
<th>% of Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel: Administration</td>
<td>3,074,736</td>
<td>68%</td>
<td>$27.95</td>
</tr>
<tr>
<td><strong>Total Personnel Expense</strong></td>
<td><strong>3,074,736</strong></td>
<td><strong>68%</strong></td>
<td></td>
</tr>
<tr>
<td>Non-Personnel Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>845,574</td>
<td>59%</td>
<td>$7.69</td>
</tr>
<tr>
<td>Aquatic Services</td>
<td>88,204</td>
<td>6%</td>
<td>$0.80</td>
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<tr>
<td>Utilities</td>
<td>502,329</td>
<td>35%</td>
<td>$4.57</td>
</tr>
<tr>
<td><strong>Total Non-Personnel</strong></td>
<td><strong>1,436,107</strong></td>
<td><strong>32%</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Total Operating Expense</strong></td>
<td><strong>4,510,843</strong></td>
<td></td>
<td><strong>$41.01</strong></td>
</tr>
</tbody>
</table>

| Cost Recovery              |              |            | 94%    |
### CASE STUDY

- B&D recently conducted a survey of a local community in Northern Virginia

<table>
<thead>
<tr>
<th>Demographic Characteristics</th>
<th>NOVA</th>
<th>Reston</th>
</tr>
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<tbody>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 6</td>
<td>6.6%</td>
<td>6.9%</td>
</tr>
<tr>
<td>6-13</td>
<td>14.5%</td>
<td>10.9%</td>
</tr>
<tr>
<td>14-17</td>
<td>6.3%</td>
<td>4.5%</td>
</tr>
<tr>
<td>18-24</td>
<td>4.3%</td>
<td>4.7%</td>
</tr>
<tr>
<td>25-54</td>
<td>40.6%</td>
<td>46.8%</td>
</tr>
<tr>
<td>55-64</td>
<td>13.3%</td>
<td>13.6%</td>
</tr>
<tr>
<td>65 or older</td>
<td>14.4%</td>
<td>12.7%</td>
</tr>
<tr>
<td><strong>Education Attainment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Some high school, no diploma</td>
<td>5.7%</td>
<td>7.8%</td>
</tr>
<tr>
<td>High school diploma, or GED</td>
<td>15.8%</td>
<td>10.2%</td>
</tr>
<tr>
<td>Some college, no degree</td>
<td>13.0%</td>
<td>14.6%</td>
</tr>
<tr>
<td>Associates degree</td>
<td>4.6%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>30.5%</td>
<td>33.8%</td>
</tr>
<tr>
<td>Graduate/Professional</td>
<td>30.4%</td>
<td>28.9%</td>
</tr>
<tr>
<td><strong>Household Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than $25,000</td>
<td>6.3%</td>
<td>8.5%</td>
</tr>
<tr>
<td>$25,000-$34,999</td>
<td>3.3%</td>
<td>4.1%</td>
</tr>
<tr>
<td>$35,000-$74,999</td>
<td>15.5%</td>
<td>22.8%</td>
</tr>
<tr>
<td>$75,000-$99,999</td>
<td>11.8%</td>
<td>13.5%</td>
</tr>
<tr>
<td>$100,000-$149,999</td>
<td>22.5%</td>
<td>22.6%</td>
</tr>
<tr>
<td>$150,000 or more</td>
<td>40.6%</td>
<td>28.5%</td>
</tr>
<tr>
<td><strong>Housing Occupancy</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owned</td>
<td>81.4%</td>
<td>62.6%</td>
</tr>
<tr>
<td>Rented</td>
<td>18.6%</td>
<td>37.4%</td>
</tr>
</tbody>
</table>
## COMMUNITY RECREATION

**How important are the following factors to your household's participation in recreation or fitness activities?**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Very Important / Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convenient location of facilities</td>
<td>93.3%</td>
</tr>
<tr>
<td>Facilities and equipment are always available when I want to use them</td>
<td>82.6%</td>
</tr>
<tr>
<td>High quality facilities and equipment</td>
<td>81.3%</td>
</tr>
<tr>
<td>Conveniently located parking</td>
<td>80.8%</td>
</tr>
<tr>
<td>Availability of a variety of programs and classes for adults</td>
<td>71.8%</td>
</tr>
<tr>
<td>Availability of wellness programs</td>
<td>50.7%</td>
</tr>
<tr>
<td>Availability of a variety of programs and classes for children</td>
<td>45.6%</td>
</tr>
<tr>
<td>Availability of a variety of programs and classes for seniors</td>
<td>31.3%</td>
</tr>
<tr>
<td>Availability of a variety of programs and classes for teens</td>
<td>29.5%</td>
</tr>
<tr>
<td>Physically accessible facilities</td>
<td>28.9%</td>
</tr>
<tr>
<td>Availability of drop-in facilities for children</td>
<td>25.0%</td>
</tr>
<tr>
<td>Activity</td>
<td>Depth</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Cardiovascular fitness machines</td>
<td>35.3%</td>
</tr>
<tr>
<td>Recreational or leisure swimming</td>
<td>26.9%</td>
</tr>
<tr>
<td>Weight machines</td>
<td>25.6%</td>
</tr>
<tr>
<td>Lap swimming</td>
<td>25.5%</td>
</tr>
<tr>
<td>Group fitness classes</td>
<td>25.4%</td>
</tr>
<tr>
<td>Indoor jogging or walking</td>
<td>24.1%</td>
</tr>
<tr>
<td>Free weights</td>
<td>23.6%</td>
</tr>
<tr>
<td>Mind Body Classes</td>
<td>22.4%</td>
</tr>
<tr>
<td>Water classes</td>
<td>11.1%</td>
</tr>
<tr>
<td>Theapeutic Aquatics</td>
<td>10.5%</td>
</tr>
<tr>
<td>Basketball</td>
<td>7.9%</td>
</tr>
<tr>
<td>Volleyball</td>
<td>3.0%</td>
</tr>
</tbody>
</table>
## COMMUNITY RECREATION

<table>
<thead>
<tr>
<th>Activity</th>
<th>Priority Category</th>
<th>Peak Accommodation</th>
<th>Space Type</th>
<th>Peak Demand</th>
<th>Space Allocation Based on Prioritization of Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardiovascular fitness machines</td>
<td>first</td>
<td>75% to 85%</td>
<td>Sq. Ft.</td>
<td>9,184</td>
<td>6,900 to 7,800</td>
</tr>
<tr>
<td>Recreational or leisure swimming</td>
<td>first</td>
<td>75% to 85%</td>
<td>Sq. Ft.</td>
<td>25,605</td>
<td>19,200 to 21,800</td>
</tr>
<tr>
<td>Weight machines</td>
<td>first</td>
<td>75% to 85%</td>
<td>Sq. Ft.</td>
<td>11,212</td>
<td>8,400 to 9,500</td>
</tr>
<tr>
<td>Lap swimming</td>
<td>first</td>
<td>75% to 85%</td>
<td>Lanes</td>
<td>43</td>
<td>32 to 37</td>
</tr>
<tr>
<td>Group fitness classes</td>
<td>first</td>
<td>75% to 85%</td>
<td>Sq. Ft.</td>
<td>12,923</td>
<td>9,700 to 11,000</td>
</tr>
<tr>
<td>Indoor jogging or walking</td>
<td>second</td>
<td>55% to 65%</td>
<td>Sq. Ft.</td>
<td>7,817</td>
<td>4,300 to 5,100</td>
</tr>
<tr>
<td>Free weights</td>
<td>second</td>
<td>55% to 65%</td>
<td>Sq. Ft.</td>
<td>10,352</td>
<td>5,700 to 6,700</td>
</tr>
<tr>
<td>Mind Body Classico</td>
<td>second</td>
<td>56% to 65%</td>
<td>Sq. Ft.</td>
<td>12,103</td>
<td>6,700 to 7,900</td>
</tr>
<tr>
<td>Water classes</td>
<td>third</td>
<td>40% to 50%</td>
<td>Sq. Ft.</td>
<td>8,072</td>
<td>3,200 to 4,000</td>
</tr>
<tr>
<td>Therapeutic Aquatics</td>
<td>third</td>
<td>40% to 50%</td>
<td>Sq. Ft.</td>
<td>6,778</td>
<td>2,700 to 3,400</td>
</tr>
<tr>
<td>Basketball</td>
<td>fourth</td>
<td>25% to 35%</td>
<td>Courts</td>
<td>13</td>
<td>3 to 5</td>
</tr>
<tr>
<td>Volleyball</td>
<td>fourth</td>
<td>25% to 35%</td>
<td>Courts</td>
<td>5</td>
<td>1 to 2</td>
</tr>
</tbody>
</table>

**COMBINED 1:**
(Fitness Machines, Free Weights and Weight Machines)

**COMBINED 2:**
(Group Fitness and Instructional Fee Based Programs)

<table>
<thead>
<tr>
<th>Cross-Training</th>
<th>Overlap Factor:</th>
<th>Combined Demand</th>
<th>Combined Space Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fitness</td>
<td>44%</td>
<td>13,500</td>
<td>9,200 to 10,500</td>
</tr>
<tr>
<td></td>
<td>70%</td>
<td>17,500</td>
<td>11,400 to 13,200</td>
</tr>
</tbody>
</table>
CAPACITY / DEMAND ANALYSIS

• 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:

  • **Capacity Analysis** – Understanding of what the facility could support in terms of usage
  • **Demographics** – Correlation between demographics and standard participation levels
  • **Market Reconciliation** – Impact of private market into demand analysis
CAPACITY / DEMAND ANALYSIS

- Program Overview
  - 50M Competition Pool (with diving well)
  - Small Leisure/Teaching Pool
  - Weight and Fitness Space
  - Two-Multipurpose Rooms (Fitness/Community)
  - Two Multi-Activity Courts (Gymnasium)
  - Indoor Track
  - Rooftop Field
## Capacity / Demand Analysis

- **Capacity Analysis**
  - Determines number of participants and utilization based on specified program

<table>
<thead>
<tr>
<th>Activity</th>
<th>Units</th>
<th>Quantity</th>
<th>Units Per NASF</th>
<th>Units</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leisure Pool</td>
<td>Square Feet</td>
<td>1</td>
<td>55</td>
<td>People</td>
<td>73</td>
</tr>
<tr>
<td>Gymnasium</td>
<td>Courts</td>
<td>2</td>
<td>15</td>
<td>Square Feet</td>
<td>30</td>
</tr>
<tr>
<td>Wet Classrooms</td>
<td>Square Feet</td>
<td>1</td>
<td>15</td>
<td>Square Feet</td>
<td>40</td>
</tr>
<tr>
<td>Weight/Fitness</td>
<td>Square Feet</td>
<td>1</td>
<td>55</td>
<td>Square Feet</td>
<td>155</td>
</tr>
<tr>
<td>Multipurpose Room</td>
<td>Square Feet</td>
<td>2</td>
<td>45</td>
<td>Square Feet</td>
<td>100</td>
</tr>
<tr>
<td>Competition Pool</td>
<td>Lanes</td>
<td>14</td>
<td>3</td>
<td>People</td>
<td>42</td>
</tr>
<tr>
<td>Community Rooms</td>
<td>Square Feet</td>
<td>0</td>
<td>100</td>
<td>Square Feet</td>
<td>0</td>
</tr>
<tr>
<td>Snack Bar/Vending</td>
<td>Square Feet</td>
<td>0</td>
<td>50</td>
<td>Square Feet</td>
<td>0</td>
</tr>
<tr>
<td>Lockers</td>
<td>Square Feet</td>
<td>4</td>
<td>35</td>
<td>Square Feet</td>
<td>123</td>
</tr>
<tr>
<td>Walking/Jogging Track</td>
<td>Lanes</td>
<td>3</td>
<td>10</td>
<td>People</td>
<td>30</td>
</tr>
</tbody>
</table>

**Maximum Participants at One Time**: 592
CAPACITY / DEMAND ANALYSIS

• Utilization Analysis

• Based on B&D’s experience, peak utilization takes place in the early morning and evening hours

<table>
<thead>
<tr>
<th>Activity</th>
<th>5 AM - 9 AM</th>
<th>9 AM - Noon</th>
<th>Noon - 1 PM</th>
<th>1 PM - 5 PM</th>
<th>5 PM - 7 PM</th>
<th>7 PM - 9 PM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Utilization Rate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leisure Pool</td>
<td>45%</td>
<td>50%</td>
<td>75%</td>
<td>60%</td>
<td>90%</td>
<td>65%</td>
</tr>
<tr>
<td>Gymnasium</td>
<td>25%</td>
<td>50%</td>
<td>75%</td>
<td>50%</td>
<td>90%</td>
<td>50%</td>
</tr>
<tr>
<td>Wet Classrooms</td>
<td>25%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>90%</td>
<td>50%</td>
</tr>
<tr>
<td>Weight/Fitness</td>
<td>65%</td>
<td>50%</td>
<td>75%</td>
<td>50%</td>
<td>90%</td>
<td>75%</td>
</tr>
<tr>
<td>Multipurpose Room</td>
<td>65%</td>
<td>50%</td>
<td>75%</td>
<td>50%</td>
<td>90%</td>
<td>75%</td>
</tr>
<tr>
<td>Competition Pool</td>
<td>75%</td>
<td>50%</td>
<td>75%</td>
<td>50%</td>
<td>90%</td>
<td>75%</td>
</tr>
<tr>
<td>Community Rooms</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>50%</td>
<td>90%</td>
<td>50%</td>
</tr>
<tr>
<td>Snack Bar/Vending</td>
<td>25%</td>
<td>5%</td>
<td>40%</td>
<td>50%</td>
<td>90%</td>
<td>30%</td>
</tr>
<tr>
<td>Lockers</td>
<td>25%</td>
<td>10%</td>
<td>25%</td>
<td>50%</td>
<td>90%</td>
<td>50%</td>
</tr>
<tr>
<td>Walking/Jogging Track</td>
<td>65%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>90%</td>
<td>50%</td>
</tr>
</tbody>
</table>
CAPACITY / DEMAND ANALYSIS

• Capacity Analysis
  • Facility could support 1,800 user per day

<table>
<thead>
<tr>
<th>Activity</th>
<th>5 AM -9 AM</th>
<th>9 AM -Noon</th>
<th>Noon - 1 PM</th>
<th>1 PM -5 PM</th>
<th>5 PM -7 PM</th>
<th>7 PM -9 PM</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leisure Pool</td>
<td>33</td>
<td>36</td>
<td>55</td>
<td>44</td>
<td>65</td>
<td>47</td>
<td>280</td>
</tr>
<tr>
<td>Gymnasium</td>
<td>8</td>
<td>15</td>
<td>23</td>
<td>15</td>
<td>27</td>
<td>15</td>
<td>102</td>
</tr>
<tr>
<td>Wet Classrooms</td>
<td>10</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>36</td>
<td>20</td>
<td>126</td>
</tr>
<tr>
<td>Weight/Fitness</td>
<td>100</td>
<td>77</td>
<td>116</td>
<td>77</td>
<td>139</td>
<td>116</td>
<td>626</td>
</tr>
<tr>
<td>Multipurpose Room</td>
<td>65</td>
<td>50</td>
<td>75</td>
<td>50</td>
<td>90</td>
<td>75</td>
<td>405</td>
</tr>
<tr>
<td>Competition Pool</td>
<td>24</td>
<td>16</td>
<td>24</td>
<td>16</td>
<td>28</td>
<td>24</td>
<td>131</td>
</tr>
<tr>
<td>Community Rooms</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Snack Bar/Vending</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Lockers</td>
<td>15</td>
<td>6</td>
<td>15</td>
<td>31</td>
<td>55</td>
<td>31</td>
<td>154</td>
</tr>
<tr>
<td>Walking/Jogging Track</td>
<td>10</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>14</td>
<td>8</td>
<td>53</td>
</tr>
</tbody>
</table>
CAPACITY / DEMAND ANALYSIS

• Demographic Utilization
  • Correlation between demographics and standard participation levels based on:
    • Gender
    • Age
    • Household Income
    • Education Attainment
  • Estimated potential demand for user passes

<table>
<thead>
<tr>
<th>Potential Market</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender, 18 years and over</td>
<td>7,149</td>
</tr>
<tr>
<td>Age</td>
<td>4,931</td>
</tr>
<tr>
<td>Household Income</td>
<td>5,910</td>
</tr>
<tr>
<td>Educational Attainment, 25 years and over</td>
<td>6,557</td>
</tr>
<tr>
<td>Average</td>
<td>6,137</td>
</tr>
</tbody>
</table>
## CAPACITY / DEMAND ANALYSIS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender, 18 years and over</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men</td>
<td>22,449</td>
<td>15%</td>
<td>3,457</td>
</tr>
<tr>
<td>Women</td>
<td>24,615</td>
<td>15%</td>
<td>3,692</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>7,149</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-24 years</td>
<td>5,569</td>
<td>18%</td>
<td>1,002</td>
</tr>
<tr>
<td>25-29 years</td>
<td>4,477</td>
<td>22%</td>
<td>985</td>
</tr>
<tr>
<td>30-49 years</td>
<td>19,457</td>
<td>12%</td>
<td>2,335</td>
</tr>
<tr>
<td>50-64 years</td>
<td>12,625</td>
<td>3%</td>
<td>379</td>
</tr>
<tr>
<td>65-74 years</td>
<td>5,139</td>
<td>3%</td>
<td>154</td>
</tr>
<tr>
<td>75 and above</td>
<td>2,544</td>
<td>3%</td>
<td>76</td>
</tr>
<tr>
<td>Total</td>
<td>49,811</td>
<td></td>
<td>4,931</td>
</tr>
<tr>
<td>Household Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$75,000 and over</td>
<td>16,911</td>
<td>27%</td>
<td>4,566</td>
</tr>
<tr>
<td>$35,000 to $74,999</td>
<td>5,960</td>
<td>17%</td>
<td>1,013</td>
</tr>
<tr>
<td>Less than $35,000</td>
<td>3,306</td>
<td>10%</td>
<td>331</td>
</tr>
<tr>
<td>Total</td>
<td>5,910</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational Attainment, 25 years and over</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>College graduates</td>
<td>29,789</td>
<td>17%</td>
<td>5,064</td>
</tr>
<tr>
<td>College incomplete</td>
<td>6,474</td>
<td>15%</td>
<td>971</td>
</tr>
<tr>
<td>High school graduate</td>
<td>4,525</td>
<td>10%</td>
<td>453</td>
</tr>
<tr>
<td>Less than H.S. grad.</td>
<td>3,452</td>
<td>2%</td>
<td>69</td>
</tr>
<tr>
<td>Total</td>
<td>6,557</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 Data from 2000-2010 Census
2 IHRSA Health Club Trend Report data
**CAPACITY / DEMAND ANALYSIS**

- **Demand Analysis**
  - Market Reconciliation – Impact of private market into demand analysis

<table>
<thead>
<tr>
<th>Reston Private Facilities</th>
<th>Estimated Potential Remaining Market:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sport &amp; Health Club- Reston</td>
<td>1,500-1,700</td>
</tr>
<tr>
<td>Bikram Yoga</td>
<td></td>
</tr>
<tr>
<td>Pure Joe Pilates Studios</td>
<td></td>
</tr>
<tr>
<td>Fitness First</td>
<td></td>
</tr>
<tr>
<td>Fairfax County YMCA- Reston</td>
<td></td>
</tr>
<tr>
<td>Lady of America Fitness Center</td>
<td></td>
</tr>
<tr>
<td>LifeTime Fitness</td>
<td></td>
</tr>
<tr>
<td>Crunch Fitness</td>
<td></td>
</tr>
</tbody>
</table>
Benchmarking Analysis

• Average capture rates of local facilities: .06% - 6.4%
  – Freedom Aquatic
  – Fairfax
  – Herndon
  – Ida Lee
  – Claude Moore

• RCC estimate: 1.8%
FINANCIAL ANALYSIS

- Objective of the model is to develop 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
MODEL INPUTS

- Building Program / Hours of Operations
- Access/Program Fees
- Rate Structure
- Operating Revenues
- Operating Expenses
  - Personnel
  - Non-Personnel
- Net Cost Recovery
Program Review

- Program Overview
  - 50M Competition Pool (with diving well)
  - Small Leisure/Teaching Pool
  - Weight and Fitness Space
  - Two-Multipurpose Rooms (Fitness/Community)
  - Two Multi-Activity Courts (Gymnasium)
  - Indoor Track
  - Rooftop Field

Total SF: 87,600
Project Cost: $35M-$40M (does not include site acquisition cost)
LEED Gold 3-10% premium
LEED Platinum - +10% premium
# Hours of Operation

The table below details the operating hours for both the facility and aquatics sections, including the number of hours per day and total hours for each day and week.

## Facility

<table>
<thead>
<tr>
<th>Facility</th>
<th>Operating Hours</th>
<th>Hours/Day</th>
<th>Total Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday-Friday</td>
<td>5am-9pm</td>
<td>16</td>
<td>80</td>
</tr>
<tr>
<td>Saturday</td>
<td>8am-8pm</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Sunday</td>
<td>10am-7pm</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>101</strong></td>
</tr>
</tbody>
</table>

## Aquatics

<table>
<thead>
<tr>
<th>Aquatics</th>
<th>Operating Hours</th>
<th>Hours/Day</th>
<th>Total Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday-Friday</td>
<td>5am-9pm</td>
<td>16</td>
<td>80</td>
</tr>
<tr>
<td>Saturday</td>
<td>8am-6pm</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Sunday</td>
<td>10am-6pm</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>98</strong></td>
</tr>
</tbody>
</table>

Total Operating Weeks F/T: 52
Total Operating Weeks P/T: 50
ACCESS TYPES

◆ Pass Types
  – Daily Admission – Allows access on a daily basis
  – Facility Pass – Pay one fee to access all components of the facility
  • Yearly, 3 Month, 20 Visit

<table>
<thead>
<tr>
<th>Rate Category</th>
<th>Reston</th>
<th>Fairfax</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Daily Admission</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult</td>
<td>$4.00</td>
<td>$8.00</td>
</tr>
<tr>
<td>Youth/Student</td>
<td>$2.50</td>
<td>$5.00</td>
</tr>
<tr>
<td>Senior</td>
<td>$2.50</td>
<td>$5.00</td>
</tr>
<tr>
<td><strong>20 Visit Pass</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult</td>
<td>$65.00</td>
<td>$130.00</td>
</tr>
<tr>
<td>Youth</td>
<td>$45.00</td>
<td>$90.00</td>
</tr>
<tr>
<td>Senior</td>
<td>$45.00</td>
<td>$90.00</td>
</tr>
<tr>
<td><strong>3 Months</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult Single</td>
<td>$110.00</td>
<td>$220.00</td>
</tr>
<tr>
<td>Adult 2 Person</td>
<td>$200.00</td>
<td>$400.00</td>
</tr>
<tr>
<td>Dependent</td>
<td>$50.00</td>
<td>$120.00</td>
</tr>
<tr>
<td>Youth/Student</td>
<td>$70.00</td>
<td>$140.00</td>
</tr>
<tr>
<td>Senior Single</td>
<td>$70.00</td>
<td>$140.00</td>
</tr>
<tr>
<td>Senior 2 Person</td>
<td>$130.00</td>
<td>$250.00</td>
</tr>
<tr>
<td>Family</td>
<td>$250.00</td>
<td>$520.00</td>
</tr>
<tr>
<td><strong>Yearly</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult Single</td>
<td>$380.00</td>
<td>$760.00</td>
</tr>
<tr>
<td>Adult 2 Person</td>
<td>$684.00</td>
<td>$1,368.00</td>
</tr>
<tr>
<td>Dependent</td>
<td>$150.00</td>
<td>$350.00</td>
</tr>
<tr>
<td>Youth/Student</td>
<td>$190.00</td>
<td>$380.00</td>
</tr>
<tr>
<td>Senior Single</td>
<td>$190.00</td>
<td>$380.00</td>
</tr>
<tr>
<td>Senior 2 Person</td>
<td>$342.00</td>
<td>$684.00</td>
</tr>
<tr>
<td>Family</td>
<td>$819.00</td>
<td>$1,683.00</td>
</tr>
</tbody>
</table>
PROGRAM FEES

- Aquatic Classes
  - (learn-to-swim, diving classes)
- Fitness classes
  - Non-members could register for class at a specific fee
- Aquatic Rentals
  - Lane Rentals
  - Pool Rentals
  - Events
- Room Rentals
- Gymnasium (Leagues/Rentals)
- Birthday parties
- Other (Locker/Child Watch/Vending)
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
OPERATING EXPENSES

◆ Personnel (Temporary)
  – Control Desk Attendant
  – Youth Programming
  – Head Lifeguards
  – Lifeguards – Competition Pool
  – Fitness Attendant
  – Fitness Instruction
  – Personal Trainers
  – Aquatic Instructors
OPERATING EXPENSES

◆ Operating expenses

  – Advertising/marketing
  – General expenses
  – Contract Management
  – Aquatic supplies
  – Utilities
  – Repair and Maintenance (General/Preventative)
  – Custodial
  – Contracted Staff
The chart represents the cost recovery for the first five years based on a Reston Rate Structure.

<table>
<thead>
<tr>
<th>Year</th>
<th>Reston</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>47%</td>
</tr>
<tr>
<td>Year 2</td>
<td>49%</td>
</tr>
<tr>
<td>Year 3</td>
<td>49%</td>
</tr>
<tr>
<td>Year 4</td>
<td>50%</td>
</tr>
<tr>
<td>Year 5</td>
<td>50%</td>
</tr>
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</table>
The chart represents the cost recovery for the first five years based on a Fairfax Rate Structure.

<table>
<thead>
<tr>
<th>Year</th>
<th>Fairfax Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>68%</td>
</tr>
<tr>
<td>Year 2</td>
<td>70%</td>
</tr>
<tr>
<td>Year 3</td>
<td>71%</td>
</tr>
<tr>
<td>Year 4</td>
<td>71%</td>
</tr>
<tr>
<td>Year 5</td>
<td>71%</td>
</tr>
</tbody>
</table>