

Note: This is a part of 1970-1974 Assumptions prepared in 1969 by the First Home Owners Association. Note the ideas presented and the form used: problems, opportunities, options.

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SECTION V

HOMEOWNERS ASSOCIATION PROBLEMS AND OPPORTUNITIES

While not an essential and normal part of planning assumptions, this section has been included to provide a departure point for the preparation of objectives for 1970-1974. The following lists are not all inclusive and have not been assigned priorities or approval at this time. The topics are those that were presented at the FHOA Hearings and in response to the Budget and Planning Committee questionnaire. Some of these topics may not be appropriate undertakings for the Homeowners Association.

THE PROBLEMS

A. Facilities that are non-existent or have been cited by residents as being inadequate:

- ✓ 1. An activities center directed toward the young people but also available to adults.
- ✓ 2. A Community Center suitable for adult education, religious services, group meetings, drama group rehearsal and presentations.
3. A Music Center suitable for musical education rehearsal and presentations.
4. A Nature Center building.
5. A community services building to house Homeowners equipment, shops, and offices.
6. Adult recreation facilities suitable for all ages and single adults as well. Adult recreation includes sports, activities, and evening entertainment.
7. Facilities to house expanded day care and nursery school programs.
8. Medical and hospital facilities.
9. Larger library facilities.
10. A sheltered playground for use in inclement weather.
11. Additional playgrounds and playground equipment.

B. Problems associated with services:

1. High cost of landscaping, lawn care, and supplies for these activities.
2. Intra Reston bus service.
3. The efficient allocation of community resources such as money and volunteer labor.
4. The need for faster and more effective communications.
5. The adjustment of fees for use of Homeowners Facilities.
6. The provision of adequate guards and fire protection.
7. The problem of trash and refuse.
8. The high cost of living.

C. Preservation of Reston Aesthetics:

1. The lack of recent sculpture and fountain additions.

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2. The acquisition, construction, or promotion of delightful "things".
3. The improvement of Reston landscaping and playgrounds.
4. The lack of resident arts and crafts activities that would stimulate and educate.

D. Lack of continuing and organized programs:

1. Meaningful youth programs that result in accomplishments.
2. Support to other Reston institutions like the Nature Center and Music Center.
3. Promotion and support of wintertime entertainment.

E. Improvement of Homeowners Operations:

1. Optimization of staff size and organization.
2. Increase the productivity of volunteer workers.
3. Adjustment of fee and assessment levels.
4. Streamlined administrative and planning procedures.
5. Utilization of debt financing and other business techniques.

F. Not otherwise classified:

1. Improvement of police/community relations.
2. Organizing towards an optimum form of community government.
3. Preservation and promotion of open community.
4. Broaden community participation by franchising renters to vote in Homeowners elections.
5. Resolve the issue of creating an efficient Homeowners Association while protecting the right of all members to make meaningful contributions through volunteer efforts.
6. Definition and Preservation of New Town Concepts.
7. Enforcement of Restrictive Covenants.
8. Development of Reston Park.
9. Adjustment of Homeowner Association facility use fees to insure ability of low income families to participate in basic Reston recreation and cultural programs.
10. The problem of conflict between Homeowners Association operations and profit making commercial organizations within Reston.

THE OPPORTUNITIES

As shown earlier, there are a number of services and operations that are required in order to maintain and operate the existing Homeowners Facilities, services, and programs. However there will be an increasing amount of funds available to supplement or support other activities during the 1970-1974 period. In addition, debt financing or the undertaking of profitable ventures could expand the ability of the Association to broaden the scope of operations.

Advance planning is required to provide services and arrange for additional facilities. It is essential that the appropriate planning precede the funding of physical facilities. In order to provide a departure point for the preparation of

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- 1 Activ. hci. Director
- 2 Multi-purpose facility
- 3 Land service org
- 4 Add ~~recreation~~ + playground
- 5 Emergency road
- 6 Cleanup service
- 7 Sculpture
- 8 Trash

objectives, the following opportunities are listed as responses to the problems cited earlier.

Multi-purpose facility

A. Facilities:

- ✓ 1. Undertake the construction of a youth activities center to provide expanded space for youth activities and programs.
- ✓ 2. Undertake the construction of a community center capable of providing meeting rooms, and presentation rooms. *+ workshop services*
- ✓ 3. Construct an outdoor amphitheater in a naturally sloped area convenient to adequate parking and equipped with an adequate amplification system.
- X 4. Construct a home for the Music Center equipped with educational, rehearsal, and presentation facilities.
5. Construct a Nature Center building.
6. Construct or acquire a community services building equipped with adequate space and shops to store and maintain homeowners equipment.
7. Construct or facilitate the construction of the following:
 - ✓ Indoor ice skating rink.
 - ✓ Theater in the round.
 - ✓ Indoor tennis courts.
 - ✓ Indoor pools and health facilities.
 - X An adult dinner and dance facility.
8. In any facility construction project, provide space for the operation of day care centers, nursery school programs, ~~and a larger library~~.
- ✓ 9. Construct or assist in the construction of a ~~satellite school~~ within Reston.
10. Construct a playground within a low cost unheated shelter (Butler Building type) for use during the winter, or in inclement weather.
11. Construct additional walkways, playgrounds, playground equipment, landscaping arrangements, and picnic tables.
- ~~12. Build a shopping and maintenance center.~~

D. Boat house & ramps

B. Services:

1. Establish a Homeowners Land Service organization that would contract to perform lawn care for clusters, apartments, and individuals. Such an organization would operate a tree and shrubbery nursery and make bulk purchases of seed and fertilizer. The service could be operated at cost or the profits could be used to support other Reston causes.
2. Establish a ~~minibus~~ operation within Reston that will allow many families to reduce automobile costs and relieve the crowding of cluster parking lots.
3. Consolidate redundant community organizations and activities and shift administrative chores to the Homeowners Office. This will release volunteer workers to do creative work with the teens and activity groups.
4. Acquire the trash company and operate it at competitive rates with the profits directed towards non-profit activities and facilities.
5. Establish an intra-Reston ~~postal and freight company~~ in connection with the minibus operation. *delivery service*
- X 6. Establish or purchase a playground equipment manufacturing organization to build and replace playground and recreation equipment.

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- D 7. Establish or contract with a Reston Health Services and Medical Insurance Program to lower the cost and improve the quality of medical services.
- D 8. Establish or contract with a Reston buying service to provide consolidation of resident purchases to obtain wholesale prices. In addition to merchandise items and travel agency discounts, a service of this type could "package" other services such as a bus/dinner/theater/beverage/child care combination that would originate from and return to the Day Care Center. Theaters, movies, and sports events could be served in this fashion and at a reduced cost through quantity purchases.
9. ~~Establish a Reston guard service.~~

C. Reston Aesthetics:

- E 1. ~~Purchase~~ ^{Acquire} or construct new sculpture, fountains, and delightful "things".
2. ~~Provide matching grants to clusters for plantings, playgrounds, and other more delightful "things".~~
- X 3. ~~Enforce the HOA participation on the Architectural Review Board.~~
- D 4. ~~Build a low cost sculpture foundry to be operated by volunteers on weekends.~~
5. Participate in ~~sculpture~~ ^{Culture + Art} exchange programs.

D. Programs:

- E 1 ✓ 1. Hire a fulltime youth director with a proven record of organizing and challenging contemporary youth.
2. ~~Provide match grants to the Nature Center, Music Center, and other Reston institutions.~~
3. ^{and recreation} Sponsor junior achievement activities for the teenagers that are directed towards services that are otherwise needed (i.e.; construction of playground equipment, postal service, perhaps even the minibus operation.)

E. Homeowners Operations:

- X 1. Opportunities cited in Booz-Allen Study and as suggested by auditors.
2. Continue and expand use of data processing techniques.
3. Develop relations with banks through periodic presentations of HOA plans and revenue forecasts. This will ease the problem of debt financing when the construction of physical facilities actually starts.

F. Not otherwise classified:

- X 1. ~~Provide support as required to develop good police/community relations.~~
- D 2. ^{not right} Promote the "Venture Manager Program" wherein Reston residents would establish desirable service businesses with Homeowners Association financial backing. Selected businesses would be operated on a profit sharing principle. Such joint ventures between residents and the Association would insure the retention of some profits and a measure of control over the rates and quality of the service.

SECTION VI *****

IMPLEMENTATION OPTIONS *****

As mentioned earlier the limited time available to prepare the 1970-1974 planning assumptions has resulted in inadequate development of this section. Future assumptions studies will incorporate a more detailed analysis of the available programs and other opportunities for implementation of the Associations objectives. As before, the following listing is not all inclusive and is not meant to endorse or approve any of the approaches cited.

There are four basic resources that are required to implement the opportunities listed in the previous section: Time, cooperation, talent, and money. The first two resources cannot be controlled by the Association. Talent is available but it must be volunteered, organized, rewarded and, if necessary, supplemented by professional help. Money is available and additional funds can be raised. However, the greatest challenge lies in stretching the available funds to provide the maximum benefits.

A. Facilities:

1. The most appealing opportunity to develop additional physical facilities is to combine the Association funds with those of other groups to expand facilities that would be built anyway. An obvious approach is to combine community facilities with the county schools in a manner that will provide better facilities to both parties. Unfortunately this involves time restraints and may result in obligations and a loss of control to the County Government that is unacceptable to Reston.
2. The Episcopal Congregation of the Church at Reston has approached the Association and offered to negotiate the transfer of land in exchange for use rights to a community building that the Association would build. (see Appendix). If the land were used as collateral for a mortgage on the building, the Associations cost would be reduced to debt service and operation. Other donors of land may be located provided the Association demonstrates an ability to use such assets yet still provide acceptable use-rights to the donor.
3. Some recreational facilities may be self supporting and require only land and financial backing. An indoor ice-skating rink such as the one at Maryland's Wheaton Regional Park has been found to pay for itself (See Appendix).
4. The extent of financial backing that the Association can provide to any physical facilities depends on the degree of leverage it can obtain and on the amount of revenue it can divert to debt service. Hence the undertaking of profitable ventures such as the trash collection business will yield large returns in the form of physical facilities. Such opportunities should be analyzed, developed and pursued with enthusiasm.

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B. Services:

1. Nearly all the services cited as opportunities are more dependent on the availability of volunteer workers than on large amounts of capital. In most cases the Association will serve mainly as a catalyst and a source of study funds. Once specific groups form and prepare feasible plans, the Association can be a source of capital and management services.
2. The land service organization is presently under study by the Environmental Management Committee. The trash company opportunity is not available until after possible merger of the Homeowners Associations.

C. Reston Aesthetics:

1. The most attractive way to acquire sculpture, fountains, and other delightful "things" is to include them as part of physical facilities that are highly leveraged financially.

D. Programs:

1. As with physical facilities, supplements to available county programs appear to be most attractive provided the control and restrictions are acceptable.
2. A professional youth director, with the support of the industrial community and Gulf-Reston management talent could operate a modified Junior Achievement program that would provide teenagers with a meaningful role in Reston development. The Junior Achievement Association is located in Philadelphia and will provide much assistance that is paid for by American Industry.

E. Homeowners Operations:

1. Funds should be made available to continue the application of modern management techniques and data processing. The experience of the City of Marietta, Georgia is cited as an example (See Appendix). Early integration of systems techniques in Reston management will hold down waste and inefficiency.