

## King Farm Farmstead Cost Recovery Analysis

The cost recovery analysis begins with a utilization schedule of classes and private events that considers the availability of parking. The base scenario (“Existing Parking”) assumes no new parking with the existing 47 spaces providing the only on-site parking. The second scenario (“Limited Parking”) assumes that the existing 47-space parking lot is supplemented by a second asphalt-paved parking lot with 44 spaces. The third scenario (“Expanded Parking”) assumes the further addition of a 100-space parking lot developed with grass pavers and used only for events so as to maintain the overall historic aesthetic of an open grass field down the hill from the Dairy Barn. All programmed uses in the King Farm Farmstead buildings represent uses selected by the community during the winter and spring 2025 community input process, reflecting in-person, virtual and community survey outreach to the city at large. Summarized in Table 1, classes were assumed to be scheduled so that there was not overlap in parking usage between the arriving and departing participants.

Classes focused primarily on art, dance and music programs for children with a limited number of classes for teenagers 13 and older, which includes adults. One of the two small classrooms in the Horse Barn was assumed to be fitted out for both classes and fitness uses (primarily individual sessions with personal trainers). The Tenant Houses and Garage were assumed to be used as maker spaces accommodating both monthly members and drop-in users. Half of the Garage and the Tenant House 2 was reserved for equipment storage. The Main House was assumed to be used for daily childcare.

| Table 1. Classes and Events by Room                                          |                      |                       |            |                                |                      |                       |            |                                |
|------------------------------------------------------------------------------|----------------------|-----------------------|------------|--------------------------------|----------------------|-----------------------|------------|--------------------------------|
|                                                                              | Weekdays             |                       |            |                                | Weekends             |                       |            |                                |
|                                                                              | Number of<br>Classes | Maximum<br>Class Size | Events     | Average<br>Number of<br>Guests | Number of<br>Classes | Maximum<br>Class Size | Events     | Average<br>Number of<br>Guests |
| Existing Parking Scenario: 47 Spaces in Existing Lot                         |                      |                       |            |                                |                      |                       |            |                                |
| <b>Dairy Barn</b>                                                            |                      |                       |            |                                |                      |                       |            |                                |
| Art Studio 1                                                                 |                      |                       |            |                                |                      |                       |            |                                |
| Art Studio 2                                                                 |                      |                       |            |                                |                      |                       |            |                                |
| Multi-Purpose Room 1                                                         |                      |                       |            |                                |                      |                       |            |                                |
| Multi-Purpose Room 2                                                         |                      |                       |            |                                |                      |                       |            |                                |
| Kitchen                                                                      |                      |                       |            |                                |                      |                       |            |                                |
| Multi-Purpose Auditorium                                                     |                      |                       |            |                                |                      |                       |            |                                |
| Multi-Purpose Hall                                                           |                      |                       |            |                                |                      |                       |            |                                |
| <b>Dairy Barn Subtotal</b>                                                   | <b>0</b>             |                       | <b>0</b>   |                                | <b>0</b>             |                       | <b>0</b>   |                                |
| <b>Horse Barn</b>                                                            |                      |                       |            |                                |                      |                       |            |                                |
| Multi-Purpose Room                                                           | 4                    | 30                    |            |                                | 1                    | 30                    | 360        | 35-75                          |
| Classroom A*                                                                 | 4                    | 8                     |            |                                | 4                    | 8                     |            |                                |
| Classroom B/Fitness                                                          | 2                    | 2                     |            |                                | 2                    | 2                     |            |                                |
| <b>Horse Barn Subtotal</b>                                                   | <b>10</b>            |                       | <b>0</b>   |                                | <b>7</b>             |                       | <b>360</b> |                                |
| <b>Tenant Houses and Garage</b>                                              |                      |                       |            |                                |                      |                       |            |                                |
| Tenant Houses 1 and 2 and Garage                                             |                      | 10                    |            |                                |                      | 10                    |            |                                |
| <b>Tenant House, Garage Subtotal</b>                                         |                      |                       | <b>0</b>   |                                |                      |                       | <b>0</b>   |                                |
| <b>Total King Farm Farmstead</b>                                             | <b>10</b>            |                       | <b>0</b>   |                                | <b>7</b>             |                       | <b>360</b> |                                |
| Limited Parking Scenario: 91 Spaces in Existing Lot and One New 44-Space Lot |                      |                       |            |                                |                      |                       |            |                                |
| <b>Dairy Barn</b>                                                            |                      |                       |            |                                |                      |                       |            |                                |
| Art Studio 1                                                                 | 4                    | 15                    |            |                                | 0                    | 15                    |            |                                |
| Art Studio 2                                                                 | 3                    | 15                    |            |                                | 0                    | 15                    |            |                                |
| Multi-Purpose Room 1                                                         | 1                    | 30                    |            |                                | 0                    | 30                    |            |                                |
| Multi-Purpose Room 2                                                         | 1                    | 30                    |            |                                | 0                    | 30                    |            |                                |
| Kitchen                                                                      | 2                    | 10                    |            |                                | 0                    | 10                    |            |                                |
| Multi-Purpose Auditorium                                                     |                      |                       | 70         | 35                             |                      |                       | 30         | 35                             |
| Multi-Purpose Hall                                                           |                      |                       | 40         | 140                            |                      |                       | 72         | 140                            |
| <b>Dairy Barn Subtotal</b>                                                   | <b>11</b>            |                       | <b>110</b> |                                | <b>0</b>             |                       | <b>102</b> |                                |
| <b>Horse Barn</b>                                                            |                      |                       |            |                                |                      |                       |            |                                |
| Multi-Purpose Room                                                           | 4                    | 30                    |            |                                | 1                    | 30                    |            |                                |
| Classroom A*                                                                 | 4                    | 8                     |            |                                | 4                    | 8                     |            |                                |
| Classroom B/Fitness                                                          | 2                    | 2                     |            |                                | 2                    | 2                     |            |                                |
| <b>Horse Barn Subtotal</b>                                                   | <b>10</b>            |                       | <b>0</b>   |                                | <b>7</b>             |                       | <b>0</b>   |                                |
| <b>Tenant Houses and Garage</b>                                              |                      |                       |            |                                |                      |                       |            |                                |
| Tenant Houses 1 and 2 and Garage                                             |                      | 10                    |            |                                |                      | 10                    |            |                                |
| <b>Tenant House, Garage Subtotal</b>                                         |                      |                       | <b>0</b>   |                                |                      |                       | <b>0</b>   |                                |
| <b>Total King Farm Farmstead</b>                                             | <b>21</b>            |                       | <b>110</b> |                                | <b>7</b>             |                       | <b>102</b> |                                |

| Table 1. Classes and Events by Room (Continued)                                                             |                      |                       |            |                                |                      |                       |            |                                |
|-------------------------------------------------------------------------------------------------------------|----------------------|-----------------------|------------|--------------------------------|----------------------|-----------------------|------------|--------------------------------|
|                                                                                                             | Weekdays             |                       |            |                                | Weekends             |                       |            |                                |
|                                                                                                             | Number of<br>Classes | Maximum<br>Class Size | Events     | Average<br>Number of<br>Guests | Number of<br>Classes | Maximum<br>Class Size | Events     | Average<br>Number of<br>Guests |
| Expanded Parking Scenario: 191 Spaces in Existing Lot, One New 44-Space Lot and a 100-Space Grass-Paver Lot |                      |                       |            |                                |                      |                       |            |                                |
| <b>Dairy Barn</b>                                                                                           |                      |                       |            |                                |                      |                       |            |                                |
| Art Studio 1                                                                                                | 4                    | 15                    |            |                                | 0                    | 15                    |            |                                |
| Art Studio 2                                                                                                | 3                    | 15                    |            |                                | 0                    | 15                    |            |                                |
| Multi-Purpose Room 1                                                                                        | 1                    | 30                    |            |                                | 0                    | 30                    |            |                                |
| Multi-Purpose Room 2                                                                                        | 1                    | 30                    |            |                                | 0                    | 30                    |            |                                |
| Kitchen                                                                                                     | 2                    | 10                    |            |                                | 0                    | 10                    |            |                                |
| Multi-Purpose Auditorium                                                                                    | 0                    |                       | 70         | 35                             |                      |                       | 30         | 35                             |
| Multi-Purpose Hall                                                                                          | 0                    |                       | 40         | 200                            |                      |                       | 72         | 200                            |
| <b>Dairy Barn Subtotal</b>                                                                                  | <b>11</b>            |                       | <b>110</b> |                                | <b>0</b>             |                       | <b>102</b> |                                |
| <b>Horse Barn</b>                                                                                           |                      |                       |            |                                |                      |                       |            |                                |
| Multi-Purpose Room                                                                                          | 4                    | 30                    |            |                                | 1                    | 30                    |            |                                |
| Classroom A*                                                                                                | 4                    | 8                     |            |                                | 4                    | 8                     |            |                                |
| Classroom B/Fitness                                                                                         | 2                    | 2                     |            |                                | 2                    | 2                     |            |                                |
| <b>Horse Barn Subtotal</b>                                                                                  | <b>10</b>            |                       | <b>0</b>   |                                | <b>7</b>             |                       | <b>0</b>   |                                |
| <b>Tenant Houses and Garage</b>                                                                             |                      |                       |            |                                |                      |                       |            |                                |
| Tenant Houses 1 and 2 and Garage                                                                            |                      | 10                    | 0          |                                |                      | 10                    |            |                                |
| <b>Tenant House, Garage Subtotal</b>                                                                        |                      |                       | <b>0</b>   |                                |                      |                       | <b>0</b>   |                                |
| <b>Total King Farm Farmstead</b>                                                                            | <b>21</b>            |                       | <b>110</b> |                                | <b>7</b>             |                       | <b>102</b> |                                |
| Note: *Includes class use of Classroom B.                                                                   |                      |                       |            |                                |                      |                       |            |                                |
| Source: Partners for Economic Solutions, 2025.                                                              |                      |                       |            |                                |                      |                       |            |                                |

Class revenues were estimated based on fees by type of class as shown in the Recreation and Parks Activity Guide(s) calculated as a fee per class session. Listed in Table 2, these fees ranged from \$13 per class to \$65 per session with a personal trainer. To allow for variations in class enrollments, total revenues were calculated at 65 percent of maximum class revenues. The classes were estimated to be offered 154 weekdays (generally 80 percent of weekdays from September through April and 10 to 30 percent of weekdays from May through August) and 72 weekend days (generally 75 percent of weekdays from September through April and 50 percent of weekdays from May through August) per year. The maker space use was assumed to occur year-round.

Event revenues in the Horse Barn's Multi-Purpose Hall and the Dairy Barn's Multi-Purpose Hall were calculated on a per-event basis with rates ranging from \$120 for two hours and \$1,200 to \$1,760 for six hours to \$1,500 to \$2,200 for eight hours and \$2,000 to \$3,000 for 10 hours depending on the amount of available parking and day of the week. Use of the Multi-Purpose Auditorium was expected to be dominated by non-profits and other cost-sensitive users. Rates were estimated at \$300 per event (or rehearsal) on weekdays and \$400 on weekends.

| Table 2. Revenues per Class by Class Type      |            |                 |            |                    |             |                   |
|------------------------------------------------|------------|-----------------|------------|--------------------|-------------|-------------------|
| Type of Class                                  | Class Size | Length of Class | Class Days | Number of Students | Student Fee | Revenue per Class |
| <b>Children Under 5</b>                        |            |                 |            |                    |             |                   |
| Dance                                          | 16         | 8               | 8          | 16                 | \$15        | \$240             |
| Art                                            | 12         | 8               | 8          | 12                 | \$13        | \$150             |
| Music                                          | 11         | 8               | 8          | 11                 | \$33        | \$363             |
| <b>School-Aged Children</b>                    |            |                 |            |                    |             |                   |
| Dance                                          | 6          | 8               | 8          | 15                 | \$20        | \$300             |
| Fitness                                        | 15         | 8               | 8          | 15                 | \$20        | \$300             |
| <b>Teen 13+/Adult</b>                          |            |                 |            |                    |             |                   |
| Dance                                          | 8          | 8               | 8          | 15                 | \$25        | \$375             |
| Music                                          | 15         | 8               | 8          | 15                 | \$25        | \$375             |
| Fitness                                        | 15         | 8               | 8          | 15                 | \$20        | \$300             |
| Fitness                                        | 30         | 8               | 8          | 30                 | \$20        | \$600             |
| Personal Training - Weekdays                   | 1          | 5               | 5          | 4                  | \$65        | \$260             |
| Personal Training - Weekends                   | 1          | 5               | 5          | 4                  | \$65        | \$260             |
| Maker Spaces - Monthly Members                 |            |                 |            | 4                  | \$4         | \$16              |
| Maker Spaces - Weekday Drop-Ins                |            |                 |            | 3                  | \$8         | \$24              |
| Maker Spaces - Weekend Drop-Ins                |            |                 |            | 8                  | \$8         | \$64              |
| Source: Partners for Economic Solutions, 2025. |            |                 |            |                    |             |                   |

The Expanded Parking scenario staffing included two managers, four janitors and grounds staff and seven seasonal staff (Full-Time Equivalents) with salaries shown in Table 3. Instructor costs were calculated on an hourly basis with most assumed to be paid at the Instructor III level at \$32 per hour plus 25 percent for fringe benefits. The Personal Trainers are paid \$51 per hour.

| Table 3: City of Rockville Staffing           |                     |          |                 |
|-----------------------------------------------|---------------------|----------|-----------------|
|                                               | Number of Employees | Salary   | Fringe Benefits |
| Management Staff                              | 2                   | \$88,546 | \$17,700        |
| Instructors                                   | Hourly              |          |                 |
| Janitorial & Grounds Staff                    | 4                   | \$38,632 | \$7,726         |
| Part-Time Staff (FTE)                         | 7                   | \$19,760 | \$2,964         |
| <b>Total</b>                                  | <b>13</b>           |          |                 |
| Source: Partners for Economic Solutions, 2025 |                     |          |                 |

Operating costs were estimated for the entire complex and then allocated among buildings based on building size and activity types.

Table 4 summarizes the potential costs and revenues for the King Farm Farmstead with existing parking (47 spaces), limited parking (91 spaces) and expanded parking (191 spaces).

| Table 4. King Farm Farmstead Operating Budget with Existing, Limited and Expanded Parking Options                                                                                                                                                                           |                                 |                                |                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------|----------------------------------|
|                                                                                                                                                                                                                                                                             | Existing Parking<br>(47 Spaces) | Limited Parking<br>(91 Spaces) | Expanded Parking<br>(191 Spaces) |
| <b>Operating Revenues</b>                                                                                                                                                                                                                                                   |                                 |                                |                                  |
| Weekday Class Revenue                                                                                                                                                                                                                                                       | \$379,300                       | \$615,800                      | \$615,800                        |
| Weekend Class Revenue                                                                                                                                                                                                                                                       | \$95,800                        | \$95,800                       | \$123,900                        |
| Weekday Event Revenue (Friday Nights)                                                                                                                                                                                                                                       | \$13,000                        | \$72,000                       | \$80,000                         |
| Weekend Event Revenue                                                                                                                                                                                                                                                       | \$47,500                        | \$148,800                      | \$170,400                        |
| Childcare                                                                                                                                                                                                                                                                   | \$190,800                       | \$190,800                      | \$190,800                        |
| Summer Day Camps                                                                                                                                                                                                                                                            | \$99,000                        | \$99,000                       | \$99,000                         |
| Specialty Summer Camps                                                                                                                                                                                                                                                      | \$0                             | \$160,000                      | \$160,000                        |
| <b>Total Operating Revenues</b>                                                                                                                                                                                                                                             | <b>\$825,400</b>                | <b>\$1,382,200</b>             | <b>\$1,439,900</b>               |
| <b>Operating Expenses</b>                                                                                                                                                                                                                                                   |                                 |                                |                                  |
| Management Staff                                                                                                                                                                                                                                                            | \$159,400                       | \$212,500                      | \$212,500                        |
| Instructors                                                                                                                                                                                                                                                                 | \$100,600                       | \$171,700                      | \$174,000                        |
| Seasonal Staff (FTE)                                                                                                                                                                                                                                                        | \$68,200                        | \$159,100                      | \$159,100                        |
| Janitorial & Grounds Staff                                                                                                                                                                                                                                                  | \$92,700                        | \$185,400                      | \$185,400                        |
| Summer Day Camp Staff                                                                                                                                                                                                                                                       | \$81,600                        | \$81,600                       | \$81,600                         |
| <b>Total Staff</b>                                                                                                                                                                                                                                                          | <b>\$502,500</b>                | <b>\$810,300</b>               | <b>\$812,600</b>                 |
| <b>Facility Operation</b>                                                                                                                                                                                                                                                   |                                 |                                |                                  |
| Utilities                                                                                                                                                                                                                                                                   | \$80,200                        | \$152,200                      | \$152,200                        |
| Supplies                                                                                                                                                                                                                                                                    | \$10,000                        | \$30,000                       | \$30,000                         |
| Equipment Maintenance and Repair                                                                                                                                                                                                                                            | \$12,000                        | \$30,000                       | \$30,000                         |
| Audio Visual Supplies & Wireless                                                                                                                                                                                                                                            | \$4,000                         | \$46,000                       | \$46,000                         |
| Insurance                                                                                                                                                                                                                                                                   | \$20,000                        | \$50,000                       | \$50,000                         |
| Marketing                                                                                                                                                                                                                                                                   | \$0                             | \$36,000                       | \$36,000                         |
| Liquor License                                                                                                                                                                                                                                                              | \$7,000                         | \$7,000                        | \$7,000                          |
| Replacement Reserves for Repairs,<br>Furniture, Fixtures & Equipment                                                                                                                                                                                                        | \$8,000                         | \$15,000                       | \$15,000                         |
| Childcare Staffing and Expenses                                                                                                                                                                                                                                             | \$207,800                       | \$207,800                      | \$207,800                        |
| Summer Day Camp Expenses                                                                                                                                                                                                                                                    | \$18,675                        | \$18,675                       | \$18,675                         |
| Specialty Summer Camp Contracts                                                                                                                                                                                                                                             | \$0                             | \$96,000                       | \$96,000                         |
| <b>Total Operating Expenses</b>                                                                                                                                                                                                                                             | <b>\$870,175</b>                | <b>\$1,498,975</b>             | <b>\$1,501,275</b>               |
| <b>Net Operating Income</b>                                                                                                                                                                                                                                                 | <b>-\$44,775</b>                | <b>-\$116,775</b>              | <b>-\$61,375</b>                 |
| <b>Cost Recovery Ratio</b>                                                                                                                                                                                                                                                  | <b>95%</b>                      | <b>92%</b>                     | <b>96%</b>                       |
| Notes: Does not include initial rehab / capital investment, or furniture, fixtures and equipment costs. Revenue estimates based on potential patronage estimates. Insurance represents additional liability due to increased Source: Partners for Economic Solutions, 2025. |                                 |                                |                                  |

Breaking out the revenues and costs for each building yields the cost recovery rates shown in Table 5. The cost recovery ratio for the Main House was based on comparable Rockville Recreation and Parks childcare facilities.

| <b>Table 5. King Farm Farmstead Operating Budget with Existing, Limited and Expanded Parking Options</b>                                                                                                                                                                                 |                                         |                                        |                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|----------------------------------------|----------------------------------------------|
| <b>Building</b>                                                                                                                                                                                                                                                                          | <b>Existing Parking<br/>(47 Spaces)</b> | <b>Limited Parking<br/>(91 Spaces)</b> | <b>Expanded<br/>Parking (191<br/>Spaces)</b> |
| Dairy Barn                                                                                                                                                                                                                                                                               | NA                                      | 87%                                    | 95%                                          |
| Horse Barn                                                                                                                                                                                                                                                                               | 113%                                    | 114%                                   | 112%                                         |
| Tenant Houses, Garage                                                                                                                                                                                                                                                                    | 26%                                     | 26%                                    | 26%                                          |
| Main House                                                                                                                                                                                                                                                                               | 92%                                     | 92%                                    | 92%                                          |
| King Farm Farmstead                                                                                                                                                                                                                                                                      | 95%                                     | 92%                                    | 96%                                          |
| Notes: Does not include initial rehab / capital investment, or furniture, fixtures and equipment costs.<br>Revenue estimates based on potential patronage estimates. Insurance represents additional liability due to increased usage.<br>Source: Partners for Economic Solutions, 2025. |                                         |                                        |                                              |

The operating budgets for the Dairy Barn, Horse Barn and Tenant Houses appear in Tables 6-8.

| Table 6. Horse Barn Operating Budget with Existing, Limited and Expanded Parking Options                                                                                                                                            |                                 |                                |                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------|----------------------------------|
|                                                                                                                                                                                                                                     | Existing Parking<br>(47 Spaces) | Limited Parking<br>(91 Spaces) | Expanded Parking<br>(191 Spaces) |
| <b>Operating Revenues</b>                                                                                                                                                                                                           |                                 |                                |                                  |
| Weekday Class Revenue                                                                                                                                                                                                               | \$372,600                       | \$372,600                      | \$372,600                        |
| Weekend Class Revenue                                                                                                                                                                                                               | \$82,400                        | \$82,400                       | \$82,400                         |
| Weekday Event Revenue (Friday Nights)                                                                                                                                                                                               | \$13,000                        | \$0                            | \$0                              |
| Weekend Event Revenue                                                                                                                                                                                                               | \$47,500                        | \$0                            | \$0                              |
| Childcare                                                                                                                                                                                                                           | \$0                             | \$0                            | \$0                              |
| Summer Day Camps                                                                                                                                                                                                                    | \$99,000                        | \$99,000                       | \$99,000                         |
| Specialty Summer Camps                                                                                                                                                                                                              | \$0                             | \$0                            | \$0                              |
| <b>Total Operating Revenues</b>                                                                                                                                                                                                     | <b>\$614,500</b>                | <b>\$554,000</b>               | <b>\$554,000</b>                 |
| <b>Operating Expenses</b>                                                                                                                                                                                                           |                                 |                                |                                  |
| Management Staff                                                                                                                                                                                                                    | \$159,400                       | \$106,200                      | \$106,200                        |
| Instructors                                                                                                                                                                                                                         | \$65,900                        | \$68,800                       | \$68,800                         |
| Seasonal Staff (FTE)                                                                                                                                                                                                                | \$0                             | \$22,700                       | \$22,700                         |
| Janitorial & Grounds Staff                                                                                                                                                                                                          | \$92,700                        | \$92,700                       | \$92,700                         |
| Summer Day Camp Staff                                                                                                                                                                                                               | \$81,600                        | \$81,600                       | \$81,600                         |
| <b>Total Staff</b>                                                                                                                                                                                                                  | <b>\$399,600</b>                | <b>\$372,000</b>               | <b>\$372,000</b>                 |
| <b>Facility Operation</b>                                                                                                                                                                                                           |                                 |                                |                                  |
| Utilities                                                                                                                                                                                                                           | \$71,200                        | \$55,100                       | \$55,100                         |
| Supplies                                                                                                                                                                                                                            | \$10,000                        | \$1,000                        | \$10,000                         |
| Equipment Maintenance and Repair                                                                                                                                                                                                    | \$7,000                         | \$7,000                        | \$7,000                          |
| Audio Visual Supplies & Wireless                                                                                                                                                                                                    | \$5,000                         | \$5,000                        | \$5,000                          |
| Insurance                                                                                                                                                                                                                           | \$20,000                        | \$15,000                       | \$15,000                         |
| Marketing                                                                                                                                                                                                                           | \$0                             | \$0                            | \$0                              |
| Liquor License                                                                                                                                                                                                                      | \$7,000                         | \$7,000                        | \$7,000                          |
| Replacement Reserves for Repairs,<br>Furniture, Fixtures & Equipment                                                                                                                                                                | \$4,000                         | \$4,000                        | \$4,000                          |
| Childcare Staffing and Expenses                                                                                                                                                                                                     | \$0                             | \$0                            | \$0                              |
| Summer Day Camp Expenses                                                                                                                                                                                                            | \$18,675                        | \$18,675                       | \$18,675                         |
| Specialty Summer Camp Contracts                                                                                                                                                                                                     | \$0                             | \$0                            | \$0                              |
| <b>Total Operating Expenses</b>                                                                                                                                                                                                     | <b>\$542,475</b>                | <b>\$484,775</b>               | <b>\$493,775</b>                 |
| <b>Net Operating Income</b>                                                                                                                                                                                                         | <b>\$72,025</b>                 | <b>\$69,225</b>                | <b>\$60,225</b>                  |
| <b>Cost Recovery Ratio</b>                                                                                                                                                                                                          | <b>113%</b>                     | <b>114%</b>                    | <b>112%</b>                      |
| Notes: Does not include initial rehab / capital investment, or furniture, fixtures and equipment costs. Revenue estimates based on potential patronage estimates. Insurance represents additional liability due to increased usage. |                                 |                                |                                  |
| Source: Partners for Economic Solutions, 2025.                                                                                                                                                                                      |                                 |                                |                                  |

**Table 7. Dairy Barn Operating Budget with Existing, Limited and Expanded Parking Options**

|                                                                      | Existing Parking<br>(47 Spaces) | Limited Parking<br>(91 Spaces) | Expanded Parking<br>(191 Spaces) |
|----------------------------------------------------------------------|---------------------------------|--------------------------------|----------------------------------|
| <b>Operating Revenues</b>                                            |                                 |                                |                                  |
| Weekday Class Revenue                                                | NA                              | \$236,500                      | \$236,500                        |
| Weekend Class Revenue                                                | NA                              | \$0                            | \$28,100                         |
| Weekday Event Revenue (Friday Nights)                                | NA                              | \$72,000                       | \$80,000                         |
| Weekend Event Revenue                                                | NA                              | \$148,800                      | \$170,400                        |
| Childcare                                                            | NA                              | \$0                            | \$0                              |
| Summer Day Camps                                                     | NA                              | \$0                            | \$0                              |
| Specialty Summer Camps                                               | NA                              | \$160,000                      | \$160,000                        |
| <b>Total Operating Revenues</b>                                      | NA                              | <b>\$617,300</b>               | <b>\$675,000</b>                 |
| <b>Operating Expenses</b>                                            |                                 |                                |                                  |
| Management Staff                                                     | NA                              | \$106,200                      | \$106,200                        |
| Instructors                                                          | NA                              | \$68,200                       | \$70,500                         |
| Seasonal Staff (FTE)                                                 | NA                              | \$90,900                       | \$90,900                         |
| Janitorial & Grounds Staff                                           | NA                              | \$92,700                       | \$92,700                         |
| Summer Day Camp Staff                                                | NA                              | \$0                            | \$0                              |
| <b>Total Staff</b>                                                   | NA                              | <b>\$358,000</b>               | <b>\$360,300</b>                 |
| <b>Facility Operation</b>                                            |                                 |                                |                                  |
| Utilities                                                            | NA                              | \$97,100                       | \$97,100                         |
| Supplies                                                             | NA                              | \$18,000                       | \$18,000                         |
| Equipment Maintenance and Repair                                     | NA                              | \$18,000                       | \$18,000                         |
| Audio Visual Supplies & Wireless                                     | NA                              | \$41,000                       | \$41,000                         |
| Insurance                                                            | NA                              | \$30,000                       | \$30,000                         |
| Marketing                                                            | NA                              | \$36,000                       | \$36,000                         |
| Liquor License                                                       | NA                              | \$7,000                        | \$7,000                          |
| Replacement Reserves for Repairs,<br>Furniture, Fixtures & Equipment | NA                              | \$7,000                        | \$7,000                          |
| Childcare Staffing and Expenses                                      | NA                              | \$0                            | \$0                              |
| Summer Day Camp Expenses                                             | NA                              | \$0                            | \$0                              |
| Specialty Summer Camp Contracts                                      | NA                              | \$96,000                       | \$96,000                         |
| <b>Total Operating Expenses</b>                                      | NA                              | <b>\$708,100</b>               | <b>\$710,400</b>                 |
| <b>Net Operating Income</b>                                          | NA                              | <b>-\$90,800</b>               | <b>-\$35,400</b>                 |
| <b>Cost Recovery Ratio</b>                                           | NA                              | <b>87%</b>                     | <b>95%</b>                       |

Notes: Does not include initial rehab / capital investment, or furniture, fixtures and equipment costs. Revenue estimates based on potential patronage estimates. Insurance represents additional liability due to increased usage.

Source: Partners for Economic Solutions, 2025.



**Table 8. Tenant Houses and Garage Operating Budget with Existing, Limited and Expanded Parking Options**

|                                                                      | <b>Existing Parking<br/>(47 Spaces)</b> | <b>Limited Parking<br/>(91 Spaces)</b> | <b>Expanded Parking<br/>(191 Spaces)</b> |
|----------------------------------------------------------------------|-----------------------------------------|----------------------------------------|------------------------------------------|
| <b>Operating Revenues</b>                                            |                                         |                                        |                                          |
| Weekday Class Revenue                                                | \$10,000                                | \$10,000                               | \$10,000                                 |
| Weekend Class Revenue                                                | \$13,500                                | \$13,500                               | \$13,500                                 |
| Weekday Event Revenue (Friday Nights)                                | \$0                                     | \$0                                    | \$0                                      |
| Weekend Event Revenue                                                | \$0                                     | \$0                                    | \$0                                      |
| <b>Total Operating Revenues</b>                                      | <b>\$23,500</b>                         | <b>\$23,500</b>                        | <b>\$23,500</b>                          |
| <b>Operating Expenses</b>                                            |                                         |                                        |                                          |
| Management Staff                                                     | \$0                                     | \$0                                    | \$0                                      |
| Instructors                                                          | \$0                                     | \$0                                    | \$0                                      |
| Seasonal Staff (FTE)                                                 | \$68,200                                | \$68,200                               | \$68,200                                 |
| Janitorial & Grounds Staff                                           | \$0                                     | \$0                                    | \$0                                      |
| <b>Total Staff</b>                                                   | <b>\$68,200</b>                         | <b>\$68,200</b>                        | <b>\$68,200</b>                          |
| <b>Facility Operation</b>                                            |                                         |                                        |                                          |
| Utilities                                                            | \$9,000                                 | \$9,000                                | \$9,000                                  |
| Supplies                                                             | \$2,000                                 | \$2,000                                | \$2,000                                  |
| Equipment Maintenance and Repair                                     | \$5,000                                 | \$5,000                                | \$5,000                                  |
| Audio Visual Supplies & Wireless                                     | \$0                                     | \$0                                    | \$0                                      |
| Insurance                                                            | \$5,000                                 | \$5,000                                | \$5,000                                  |
| Marketing                                                            | \$0                                     | \$0                                    | \$0                                      |
| Liquor License                                                       | \$0                                     | \$0                                    | \$0                                      |
| Replacement Reserves for Repairs,<br>Furniture, Fixtures & Equipment | \$4,000                                 | \$4,000                                | \$4,000                                  |
| <b>Total Operating Expenses</b>                                      | <b>\$91,200</b>                         | <b>\$91,200</b>                        | <b>\$91,200</b>                          |
| <b>Net Operating Income</b>                                          | <b>-\$67,700</b>                        | <b>-\$67,700</b>                       | <b>-\$67,700</b>                         |
| <b>Cost Recovery Ratio</b>                                           | <b>26%</b>                              | <b>26%</b>                             | <b>26%</b>                               |

Notes: Does not include initial rehab / capital investment, or furniture, fixtures and equipment costs. Revenue estimates based on potential patronage estimates. Insurance represents additional liability due to increased usage.

Source: Partners for Economic Solutions, 2025.