OFFICIAL FILE COPY
CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA

MEMORANDUM

Amended
Agenda Item No. 11(A)(2)

TO:	Honorable Chairman Esteban L. Bovo, Jr. and Members, Board of County Commissioners	**DATE**:	October 3, 2017
FROM:	Abigail Price-Williams County Attorney	**SUBJECT:**	Resolution approving allocation, subject to recapture, of up to $1,500,000.00 from Building Better Communities General Obligation Bond Program Project No. 124 – "Economic Development Fund" to fund the Redland Farm Life Culinary Center to be located within a County-owned property; waiving Bond Program Administrative Rule requiring Project 124 Funds to be allocated in minimum amount of $10,000,000.00

Resolution No. R-877-17

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Daniella Levine Cava and Co-Sponsor Commissioner Dennis C. Moss.

Abigail Price-Williams
County Attorney

APW/smm

MEMORANDUM

(Revised)

TO: Honorable Chairman Esteban L. Bovo, Jr.
and Members, Board of County Commissioners

DATE: October 3, 2017

FROM: Abigail Price-Williams
County Attorney

SUBJECT: Amended Agenda Item No. 11(A)(2)

Please note any items checked.

_____ **"3-Day Rule" for committees applicable if raised**

_____ **6 weeks required between first reading and public hearing**

_____ **4 weeks notification to municipal officials required prior to public hearing**

_____ **Decreases revenues or increases expenditures without balancing budget**

_____ **Budget required**

_____ **Statement of fiscal impact required**

_____ **Statement of social equity required**

_____ **Ordinance creating a new board requires detailed County Mayor's report for public hearing**

_____ **No committee review**

_____ **Applicable legislation requires more than a majority vote (i.e., 2/3's ____, 3/5's ____, unanimous _____) to approve**

_____ **Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required**

Approved _____ Mayor
Veto _____
Override _____

Amended
Agenda Item No. 11(A)(2)
10-3-17

RESOLUTION NO. **R-877-17**

RESOLUTION APPROVING ALLOCATION, SUBJECT TO RECAPTURE, OF UP TO $1,500,000.00 FROM BUILDING BETTER COMMUNITIES GENERAL OBLIGATION BOND PROGRAM PROJECT NO. 124 – "ECONOMIC DEVELOPMENT FUND" TO FUND THE REDLAND FARM LIFE CULINARY CENTER TO BE LOCATED WITHIN A COUNTY-OWNED PROPERTY; WAIVING BOND PROGRAM ADMINISTRATIVE RULE REQUIRING PROJECT 124 FUNDS TO BE ALLOCATED IN MINIMUM AMOUNT OF $10,000,000.00

WHEREAS, Appendix A to Resolution No. R-914-04 (the "Public Infrastructure Resolution"), lists projects eligible for funding from the Building Better Communities General Obligation Bond Program (the "Bond Program") by project number, municipal project location, commission district, project description, street address, and project funding allocation; and

WHEREAS, one of the projects listed in Appendix A to the Public Infrastructure Resolution and approved by the voters for funding is Project No. 124 – "Economic Development Fund" ("Project 124") with a project description that states "Provide infrastructure improvements to spur economic development and attract new businesses to the community in order to create jobs"; and

WHEREAS, the goal of Project 124 is to encourage private sector development through public infrastructure investments that will create jobs and cause economic development which will have long term benefits to the community; and

WHEREAS, on May 2, 2017, the County's Internal Services Department prepared and submitted an application for Project 124 funding, a copy of which is attached to this resolution as

Exhibit A, for funding public infrastructure costs associated with the construction of a culinary community center created on the grounds of the historic Redland Farm Life School located at 24701 SW 162nd Avenue, Homestead, Florida 33031 (the "Farm Life Project"); and

WHEREAS, the Redland Farm Life School was originally constructed in 1916 by the Dade County School Board on land donated by William Anderson, combining the one-room pioneer schools in Goulds, Eureka, Modello, Princeton, Murray Hill, Silver Palm, and Redland into this one modern educational facility; and

WHEREAS, the Redland Farm Life School served as a community education center for the rural residents of Miami-Dade and remained in service until Hurricane Andrew severely damaged the building; and

WHEREAS, instead of restoring the building as a schoolhouse, a replacement school was built just north of the Redland Farm Life School, and the building was slated for demolition by the Miami-Dade School Board; and

WHEREAS, through the work of the South Florida Pioneer Museum and Miami-Dade County (the "County"), the title to the historically-designated property was transferred to the County; and

WHEREAS, the County has invested approximately $500,000.00 for the restoration of the Redland Farm Life School structure through the Bond Program Project No. 279 – "Redlands Farm Life School"; and the Pioneer Museum has invested in the preparation of the building for future use; and

WHEREAS, the County-owned building still requires significant infrastructure investment, including electrical, plumbing, and interior finishes, in order to put it back into service; and

WHEREAS, the Pioneer Museum has developed a business plan to repurpose the building as the "Redland Farm Life Center" to provide business and job growth opportunities in agriculture; and

WHEREAS, the business plan calls for the development of a commercial kitchen, food processing and packaging space, farm to table dining, culinary education, and a farmer's market and event space for the rural community; and

WHEREAS, the investment of Project 124 funds into public infrastructure for this County asset will further the economic development goals of Project 124 by providing new business incubation, the creation of 19 new jobs, vertical integration of value-added products for farm operations, and an educational and vocational pipeline for High School and College students from multiple fields of study; and

WHEREAS, this Board has previously allocated the entire Project 124 funds to other infrastructure projects, subject to the negotiation by the County Mayor or the County Mayor's designee (the "County Mayor"), in accordance with Resolution No. R-123-15, of a Grant Agreement or Interlocal Agreement for each of those other infrastructure projects to be presented to this Board for approval; and

WHEREAS, in the event that the County Mayor is unable to successfully negotiate a Grant Agreement or Interlocal Agreement and/or this Board does not approve the award of the Project 124 funds to one or more of the proposed Project 124 grant recipients to whom the Project 124 funds have been allocated, such funds will be recaptured and be available for re-allocation to other eligible Project 124 projects (the "Recaptured Funds"); and

WHEREAS, in the event that Recaptured Funds become available for re-allocation, this Board wishes to prioritize and approve an allocation of up to $1,500,000.00 from Project 124 to

fund the Farm Life Project in accordance with the administrative rules of the Bond Program (the "Administrative Rules") such that the Farm Life Project shall be next in line to receive any Project 124 Recaptured Funds; and

WHEREAS, this Board wishes to waive the requirement for the Farm Life Project, established in Resolution No. R-668-10 and set forth in the Bond Program's Administrative Rules, that Project 124 allocations be made to projects in the minimum amount of $10,000,000.00 to fund public infrastructure costs,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that:

Section 1. The foregoing recitals are approved and incorporated in this Resolution.

Section 2. This Board hereby waives, for the Farm Life Project, the requirement in the Bond Program's Administrative Rules that each Project 124 allocation be a minimum of $10,000,000.00 and approves an allocation, subject to the availability of Recaptured Funds, of up to $1,500,000.00 from Project 124 to fund the Farm Life Project.

Section 3. The County will reallocate Recaptured Funds to projects in the order in which projects are allocated Project 124 Funds (i.e. the oldest allocation will receive Recaptured Funds first). Recaptured Funds shall be allocated to the Farm Life Project as such Recaptured Funds become available until such project is fully funded in the amount of the allocation approved by this Board.

The Prime Sponsor of the foregoing resolution is Commissioner Daniella Levine Cava and the Co-Sponsor is Commissioner Dennis C. Moss. It was offered by Commissioner **Daniella Levine Cava**, who moved its adoption. The motion was seconded by Commissioner **Rebeca Sosa** and upon being put to a vote, the vote was as follows:

Esteban L. Bovo, Jr., Chairman	**aye**		
Audrey M. Edmonson, Vice Chairwoman	**aye**		
Bruno A. Barreiro	**absent**	Daniella Levine Cava	**aye**
Jose "Pepe" Diaz	**aye**	Sally A. Heyman	**aye**
Barbara J. Jordan	**absent**	Joe A. Martinez	**aye**
Jean Monestime	**aye**	Dennis C. Moss	**absent**
Rebeca Sosa	**aye**	Sen. Javier D. Souto	**aye**
Xavier L. Suarez	**aye**		

The Chairperson thereupon declared the resolution duly passed and adopted this 3rd day of October, 2017. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this Resolution and the filing of this approval with the Clerk of the Board

MIAMI-DADE COUNTY, FLORIDA

BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

Christopher Agrippa

By:_____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency. MRP

Monica Rizo Perez

293943

Economic Development Fund

Building Better Communities
General Obligation Bond Program

EDF General Project Overview

Redland Farm Life Culinary Center

Project Title

Miami-Dade County Internal Services Dept.

Name of Business

Date Submitted

After review of this *Project Overview* the Office of Economic Development and International Trade may request additional information including a business plan containing a market assessment, financial proformas, and development site plans. The submission of this project overview does not guarantee funding.

RECEIVED
MAY 02 2017
MIAMI-DADE COUNTY
OFFICE OF THE MAYOR

Jack Osterholt, Director
Regulatory and Economic Resources Department
STEPHEN P. CLARK CENTER, 111 N.W. 1st STREET, SUITE 1900
MIAMI, FLORIDA 33128
Telephone (305) 375-1254 Fax (305) 679-7895
www.miamidade.gov/oedit

MIAMI-DADE COUNTY

ECONOMIC DEVELOPMENT, GENERAL PROJECT OVERVIEW

MIAMI-DADE COUNTY

1. BUSINESS INFORMATION

A. **Name of Business Unit:** Miami-Dade County ISD

B. **Mailing Address:** _____
Street Address

_____
City *State* *Zip Code*

C. **Primary Contact Person of Parent Company (if applicable):**
Tara Smith

D. **Title:** Director - Internal Services Department

Mailing Address: 111 NW 1st Street, 21st Floor
Street Address

Miami, FL 33128
City *State* *Zip Code*

Telephone: 305-375-1135 **Fax:** _____

Email: _____ **Website:** _____

E. **Federal Employer Identification Number:** _____

F. **Unemployment Compensation Number:** _____

G. **Florida Sales Tax Registration Number:** _____

H. **What is the business's tax year?** (ex: Jan 1 to Dec 31): Oct 1 - Sept 30

I. **Is this business an active and duly registered for-profit Florida corporation?**
Yes ☐ No ☒ If no, please explain: _____

Indicate ownership status: (Note: Responding to this question is voluntary and not required. The County does not use this information as a factor in determining the award of County funds or contracts.) Check all that apply.
Minority Owned Business ☐ Woman Owned Business ☐ Privately Owned Business ☐
Publicly Owned Business ☐ None ☐
Public Property

Is this business an active and duly registered not-for-profit 501(C)(3) Florida corporation?
Yes ☐ No ☐

J. **Will the business requesting grant funds own or lease the property where the project will be located?**
Own ☒ Lease ☐ (Note: Provide a copy of the deed showing ownership or a copy of the lease.)

K. **If the business will own the property, is or will the property be encumbered by any mortgage and if so provide the balance of the mortgage(s).**

2. PROJECT OVERVIEW

A. **Which of the following best describes this business[1]:**
☒ New business unit to Miami-Dade County creating jobs.
☐ Existing Miami-Dade County business creating/expanding jobs in Miami-Dade.
(If an expansion, how many jobs are currently in the expanding business unit?) _____
☐ Developer building new construction for business _____ (name of the company) that will be creating _____ jobs.

[1] Must be a separate business unit or reporting unit of a business unit that is or will be registered with the State of Florida for unemployment compensation purposes.

B. How many individuals are employed at all Florida locations? (FTE[2])

0

C. Are any jobs being transferred from other Florida locations? _____

Yes ☐ No ☒ If yes, how many jobs and from where? _____

Why are these jobs being transferred? _____

D. Project Location Information:

(i) What is the project's proposed location address:

24701 SW 162 Ave
Street Address

Homestead, FL 33031
City *State* *Zip Code*

(ii) What is the project's current location address (if different):

Street Address

City *State* *Zip Code*

(iii) Is the project location within a current or proposed Brownfield site / area?

Yes ☐ No ☒ If yes, attach a copy of the official document designating the Brownfield area.

(iv) Is the project location in an Enterprise Zone, Empowerment Zone or a Targeted Urban Area as defined in Section 30A-129(2) of the Miami-Dade County, FL Code of Ordinances?

Yes ☐ No ☒ If yes, which zone? _____

E. Give a full description of this proposed project. (Not to exceed 500 words. Be specific.)

See attached business plan

F. Explain how this proposed project will spur economic development, attract new businesses to Miami-Dade County and create jobs.

Project will spur economic development by providing local growers with a location to produce and sell value added products and create agri-tourism business opportunities. creating entrepreneurial jobs It is estimated that this economic activity will create xxxx jobs.

G. Provide a complete project line item budget, including estimated cost, sources and uses of funds, a detailed description of project elements, and the portion of the project proposing to utilize Economic Development Fund grants. (EDF grants can only be used for public infrastructure.) see attached plan

H. What proportion of gross operating revenues from this project are anticipated to represent sales to customers located outside of Miami-Dade County? (If sales are not a reasonable measure, use another basis for measure and provide explanation below.)

50 % Explain, if necessary: It is anticipated that at least 50% of the wholesale and retail sales of products and services available at the site will be to customers who reside outside Miami-Dade County.

[2] An FTE or "full-time equivalent" job implies at least 35 hours of paid work per week per employment position.

3. JOB AND WAGE OVERVIEW

A. How many new FTE jobs are to be <u>created</u> as part of this project? What are the initial average wage and benefits? See attached spreadsheet

Occupation	Avg Wage	Avg Benefits	Year 20__	Year 20__	Year 20__	Year 20__	Year 20__	Year 20__
Prof., Scientist	$	$						
Research Tech.								
Senior Mgmt								
Admin. Support								
Production Wrkrs								
Other								

Jobs created, continued

Occupation	Year 20__	Year 20__	Year 20__	Year 20__	Year 20__	Year 20__	Year 20__	Year 20__	Year 20__
Prof., Scientist	1								
Research Tech.									
Senior Mgmt	1	1	1						
Admin. Support	1	3	2						
Production Wrkrs									
Other	4	3	1						

B. What employee benefits are included above? (e.g. health insurance, 401(k) contributions, vacation and sick leave, etc.) Health, 401 (k), vacation and sick leave

C. If this is an existing business located in Miami-Dade, then how many jobs are expected to be <u>retained</u> as part of this project? (Jobs in jeopardy of leaving Miami-Dade should only be included here.) N/A (Note: EDF grants cannot be used solely for the purpose of retaining existing jobs.)

D. What is the business' principal industry classification code? (Use North American Industry Classification System – NAICS.): _____

If more than one NAICS code applies, then provide a breakdown of the project's primary business activities:

Business Unit Activities	NAICS Code	% of Project Revenues (total = 100%)	Annualized Wages Total ($)
		%	$
		%	$
		%	$

4. CAPITAL INVESTMENT OVERVIEW

A. Describe the capital investment in real and personal property (Examples: construction of new facility; remodeling of facility; upg rading, replacing, or buying new equipment. Do not include the value of land purchased for construction of a new building but include architect, engineering and design costs). N/A, county owned facility.

B. List the anticipated amount (thousands of dollars) and type of major capital investment to be made by the applicant in connection with this project: (Attach separate schedule if investment will be made over more than five years) see attached

	Year ____	Year ____	Year ____	Year ____	Year ____
Land	$	$	$	$	$
New Construction (excl. public infrastructure)	$	$	$	$	$
Building Renovations	$	$	$	$	$
Manufacturing Equipment	$	$	$	$	$
R & D Equipment	$	$	$	$	$
Other Equipment (computer equipment, office furniture, etc)	$	$	$	$	$
Total Capital Investment	**$**	**$**	**$**	**$**	**$**

C. What is the estimated square footage of the new or expanded facility? 100,000

D. What is the deadline to make the location decision (date)?

E. What is the anticipated date that construction will begin? January 2, 2018

F. What is the anticipated construction completion date? June 1, 2018

(If this project is being built in phases, then provide a commencement and completion date for each phase.)

G. What is the anticipated date that operations will commence? June 2, 2018

H. Submit documentation demonstrating financial capacity and financial commitments using other non-County sources to complete the project. N/A county owned facility

5. PUBLIC INFRASTRUCTURE NEEDS

A. Describe the type of public infrastructure investment needed. Parking, landscaping, water/waste water infrastructure

B. What is the total anticipated cost of public infrastructure needed for this project? $ 1.5 million

C. EDF grants will be disbursed only after the public infrastructure investments are complete and negotiated performance benchmarks are met. Describe the business's capacity to finance the public infrastructure costs. County facility

6. ECONOMIC IMPACT AND CORPORATE RESPONSIBILITY

A. Provide a brief synopsis of any special economic impacts/benefits the project is expected to stimulate in the community, the County, and the rest of South Florida. see attached

B. Will business operations being supported with an Economic Development Fund grant establish a plan for maximizing the employment of persons with family incomes less than 80% of the County's median household income, or persons living in Census Block Groups where 50% of residents live in households with income less than 80% of the median? If yes, explain how that plan will be developed and implemented.

C. Will the business operations be conducted in LEED certified (or equivalent energy efficiency rating system) buildings? If yes, at what level of certification

Yes ☒ No ☐ level of certification to be determined.

D. List and explain any criminal or civil fines or penalties or ongoing investigations or debarments that have been performed/imposed upon the company, its executives, its principals or its affiliates and any bankruptcy proceedings (within the past 10 years) of the applicant or its parent company. Do not leave this question blank. If there are no issues to be identified, write "NONE." Failure to disclose this information may result in this application being denied. none

E. Is the company current with all its state, local and federal taxes? If no, please explain.

Yes ☒ No ☐

F. Provide any additional information you wish considered as part of this review of your request for incentives or items that may provide supplementary background information on your project or company.

7. SIGNATURES

Application Completed By:

Signature

Charles LaPradd
Name

Agricultural Manager
Title

Miami-Dade County
Company

Address, if different than mailing address

305-971-5091
Phone number

Fax Number

lapradd@miamidade.gov
Email Address

Date

Name of contact person, if different than above

Phone Number

Address

Address

Email Address

To the best of my knowledge, the information included in this application is accurate.

Signature (Authorized Company Officer) REQUIRED

Name

Title

Company

Address, if different than mailing address

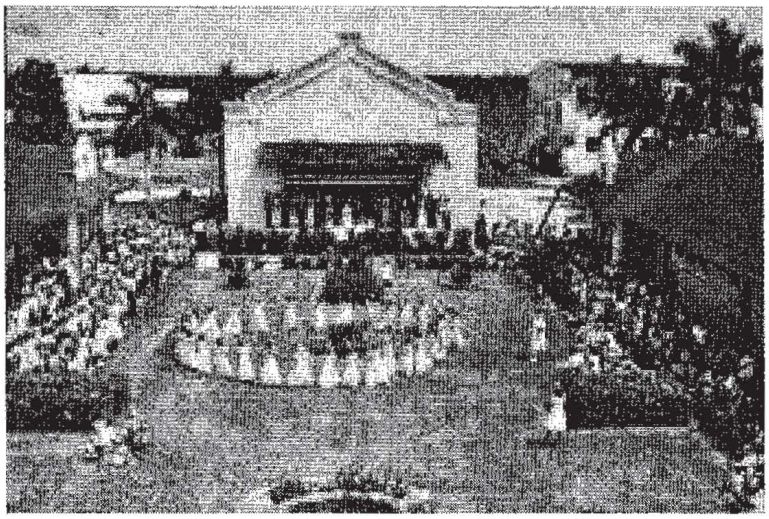
Phone number

Fax Number

Email Address

Date

REDLAND FARM LIFE CENTER
BUSINESS PLAN



FOR FURTHER INFORMATION, CONTACT:

DOUG DUDA
DEMOGRAPH CORP
609 240 8110

CONTENTS

EXECUTIVE SUMMARY

MISSION STATEMENT

THREE MARKET NEEDS

REDLAND FARM LIFE CENTER: AN INTEGRATED SOLUTION

WHY NOW?

SIZING THE OPPORTUNITY

THE COMPETITIVE ENVIRONMENT

WHAT WE OFFER

OUR BUSINESS MODEL

MANAGEMENT STRUCTURE

PRO FORMA FINANCIALS

EXECUTIVE SUMMARY

This document outlines the purposes and plans for the Redland Farm Life Center ("FARM LIFE"), a culinary community center created on the grounds of the historic Redland Farm Life School.

Located in the heart of South Florida's agricultural community, FARM LIFE provides an iconic setting to celebrate and preserve the unique agricultural and culinary heritage of the only subtropical farming area in the continental United States.

By recommitting to its historic status as a rural community and educational center, FARM LIFE is uniquely positioned to provide leading-edge tools and approaches to a new generation of culinary innovators in pursuit of a sustainable balance between personal financial and artistic achievement, and community and environmental good.

Accordingly, FARM LIFE is designed as a platform and catalyst for economic growth, cultural expression, and civic engagement.

FARM LIFE's business model envisions multi-purpose, multi-user facilities that can be combined in various ways to meet the needs of various audiences, such as locals and visitors, enthusiasts and professionals, beginners and experts, and affluent and lower-to-moderate income ("LMI"). While sponsorship and underwriting are often a significant source of revenue support for other culinary incubators, FARM LIFE envisions the majority of its revenue being generated by user fees, with higher-end uses subsidizing lower-end uses.

FARM LIFE's four major facility offerings are:

- **WELCOME CENTER.** This point of entry for all visitors provides an orientation to FARM LIFE's history, its current facilities and activities, and the Redland area food and drink community. The Welcome Center generates revenues from retail sales from gift and souvenir items, visitor purchases of food and beverage from our Farm Market Cafe, and sales of both on-site and off-site catering services. Planned uses include:
    - Visitors making a pit stop at FARM LIFE en route to area destinations can view maps, pick up brochures, buy edible souvenirs, and get directions to local food and drink attractions – including local growers and artisans, upcoming festivals and events, farm dinners, and related businesses and organizations.
    - Shoppers can take out prepared foods, as well as purchase local ingredients and the tools and instructions for preparing and serving such foods at home.
    - Diners can enjoy casual dining experiences on the grounds, or book catering for a FARM LIFE event or for off-site venues.

- **KITCHENS AND LABS.** Code-compliant kitchen facilities and labs generate revenues through classes, events and rentals. Planned uses include:

    - Production facilities for local farmers and food / beverage artisans
    - Entertainment / lifestyle courses for food and beverage enthusiasts
    - Business start-up training and rental space for food and beverage entrepreneurs and industry users
    - Hands-on instruction for the public and industry
    - Workforce development, wellness programs, and other governmental and institutional initiatives
    - Flavor and recipe development by corporate users, food writers, and food and beverage entrepreneurs

- **OUTDOOR EXHIBITION, EDUCATION AND ENTERTAINMENT SPACES.** FARM LIFE restores the historic school's status as a community center and offers a unique package to event planners looking for a garden location with on-premise catering, indoor gathering/break-out spaces, and options for both public visibility and total privacy. The primary spaces are:

    - The Courtyard, created by the U-shaped school building, which will be programmed with music series and other performances, as well as rented for public, private and commercial events.
    - Farm Life Road demonstration gardens on the western perimeter of the grounds, containing our mobile programming and education vehicle, the Redland Farm Life Food Truck.
    - The garden on the east side of the building will be programmed to showcase local edible horticulture. This garden is intended both as an intimate event space, and as a visual and sound barrier to the adjacent Redland Middle School.

- **FLEXIBLE SPACE AND CLASSROOMS.** Open space with appropriate commercial utility connections will provide space for:

    - receiving and storage for inbound product and storage for outbound product
    - assembly, work-in-process, packaging, and other temporary food/beverage production activities
    - staging and prep areas for events
    - training, meeting and creative collaboration for the food entrepreneur community
    - showcasing and training with specialized and seasonal equipment
    - test production

These facilities will be used to support FARM LIFE's three key areas of programming:

- **COMMUNITY-BUILDING.** Our programming philosophy is to build community through events planned by and for the community. The first community-building programming will focus on planning and funding of the facilities and programming for FARM LIFE itself, begun before any construction commences. Community-building programming predominates during the first year of this plan, in Phase 1 of the FARM LIFE build-out, as Site Improvements are made to the grounds surrounding the center and within its Central Courtyard.

  Community-building will be focused on both celebrating and preserving local agricultural and culinary traditions, and on cooperative programs for processing and marketing local farm outpout.

- **VISITOR ATTRACTION**. Programming to attract visitors becomes substantial during the second year of the plan, in Phase 2 of the FARM LIFE build-out, as improvements to the existing structure become to come on line, beginning with the welcome center, gift shop, eat-in/take-away Farm Market Cafe, and our first kitchen lab.

  Programming in these facilities will serve as a gateway for visitors to FARM LIFE, and to FARM LIFE's extended campus made up of partnering farms and venues throughout the Redland area. In particular, the design of FARM LIFE's welcome center, gift shop and Farm Market Cafe is intended to capture the ambience of the historic Redland Farm Life School, positioning it as a historic attraction to a variety of target audiences, including field trips already coming to nearby destinations, ecotourists visiting the nearby state and national parks, agritourists and culinary tourists visiting related venues in the area, and both recreational and professional students attending classes and events.

- **COOPERATIVE LEARNING AND PRODUCTION.** FARM LIFE's core program offerings for current and prospective culinary creatives – including entrepreneurs in agriculture and horticulture, food and beverage, and travel and tourism -- will be held in the kitchen labs, training and meeting rooms, and flexibly-configured workspaces that will enable them to launch their new ventures.

  These facilities will also be available to the industry for use in product, recipe, menu, and program development by chefs, nutritionists, writers, mixologists, horticulturalists, and other professionals.

  This programming will come on line during the second half of Year 2 and into Year 3 of this plan, as new construction brings industrial-scale receiving and storage online, as well as the

restoration of the historic FARM LIFE stage, which not only visually masks these backroom facilities, but upgrades the center's event and rental capabilities.

FARM LIFE's organizational model is a public-private partnership. The three key elements of this partnership include:

- Miami Dade County ownership of the property. This enables the County to support FARM LIFE via its access to programs, partnerships, and other sources of support that are only available to local government entities.

- FARM LIFE's 501c3 not-for-profit organization. This enables FARM LIFE to apply for grants and foundation support, affords opportunities for sponsorship and underwriting, and facilitates partnerships with academic institutions and other not-for-profit organizations.

- For-profit production. This gives FARM LIFE the ability to engage in commercial partnerships and ventures as needed.

MISSION STATEMENT

Redland Farm Life Center is committed to serving as the culinary community center for Miami Dade County's farm country.

We will measure our success in three key areas:

- increasing interest and engagement in farming and rural foodways
- showcasing and growing area agritourism and ecotourism
- education and training of both consumers and professionals, particularly with programming and resources to meet the special needs of entry-level enthusiasts and entrepreneurs

THREE MARKET NEEDS

FARM LIFE is designed to address three market needs:

- Miami Dade County's farm country needs a community kitchen. Those with readiest access to ingredients and expertise are miles from the facilities needed to put them to productive use. In addition, food-passionate visitors to Redland have limited options for experiencing the area's unique tastes and foodways.

- Culinary entrepreneurs need a farm country home. Local and visiting culinary creatives – including entrepreneurs in agriculture and horticulture, food and beverage, and travel and tourism -- need a place to work, by themselves and with others engaged in new business development, with ready access to unique local ingredients, tools, expertise, and resources.

- Consumers and professionals alike are looking for more than a place to make food; they are looking for their community. The most frequently requested improvement from farmer's market customers around the country is for more prepared food, more demonstrations where they can sample it, and more places to sit down at the market to eat it. Those who bond through farm-based foods view their peers as a community, and they view the places they explore farm foods together as community centers.

REDLAND FARM LIFE CENTER: AN INTEGRATED SOLUTION

FARM LIFE offers an integrated solution to meeting the needs of various audiences by combining a range of complimentary facilities, programs and events, including:

- For all center visitors, FARM LIFE will operate a welcome center providing maps, guides and an orientation to local food and drink attractions – including local growers and artisans, upcoming festivals and events, farm dinners, and related businesses and organizations. The goal is to serve as a visitor center, providing instant immersion in the ambience of the Redland agricultural community. FARM LIFE's café will showcase local growers, artisans, chefs, and mixologists. The orientation and café facilities will be integrated with a farm market gift store, featuring local products and the ingredients, implements and instructions for using them at home.

- For the growing market of culinary vacationers seeking active and purpose-driven travel experiences, FARM LIFE will offer individual and group programs that deliver hands-on encounters with local agricultural and culinary traditions, delivered in partnership with area farmers, artisans, and ecotourism and agritourism guides and attractions. Vacationers will learn about "new foods" at FARM LIFE, and how to shop for and prepare them when they return home.

- For the growing ecotourism and agritourism segments of the travel and tourism industry, FARM LIFE will offer facilities and partner resources for education and training of tourism operators, tour guides, and area farmers and food artisans on how to market and deliver experiences desired by these growing and underserved audences.

- For entrepreneurs seeking to establish food and beverage businesses, FARM LIFE will provide code-compliant facilities for preparing food for wholesale or retail sale. This food/drink business incubator will be oriented both to start-ups and scale-ups.

- For entry-level farmers, FARM LIFE programming will use demonstration gardens on site and local farm visits to help launch new farmers of all ages, with special emphasis on the needs of students and Low-to-Moderate Income agricultural entrepreneurs.

- For South Florida residents, FARM LIFE will offer demonstration areas and hands-on gardens and kitchens to help them establish and maintain agricultural and culinary traditions at home, school, play and work.

- For governmental entities and businesses promoting workforce development, FARM LIFE will offer customized classes, events, workspace, and work opportunities to build skills and prepare workers to produce and deliver value-added food and beverage products and services. FARM LIFE will link with culinary, agricultural, travel and tourism, and government institutions and foundations worldwide to create scholarship and other funded workforce and educational programs delivered at FARM LIFE, in the Redland area, and through partner programs.

  Workforce development programs of interest to FARM LIFE, particularly in light of its location, include agricultural and foodservice training for disabled veterans, training of ecotourism and agritourism guides, and training for prospective operators and staff of Miami Dade County agricultural bed and breakfasts.

- For healthcare, nutrition, wellness, and assisted-living professionals, FARM LIFE will offer professional instructional programs that integrate growing, preparing and serving food and drink oriented to desired health effects. Our location in Miami Dade County farm country makes FARM LIFE the ideal location for conferences and intensives that are routinely planned around exposing their participants to new environments.

- For individuals and organizations planning private events or food-related fundraisers, FARM LIFE will provide code-compliant facilities and packaging for preparing and distributing food for private consumption, or wholesale or retail sale.

- For food and beverage companies, book publishers, and makers of agricultural and culinary products — particularly those aimed at the home user -- FARM LIFE will provide the facilities for consumer sampling, product launches and PR events.

- For students and educators at all levels -- from grade school through professional continuing education -- FARM LIFE will support agriculture, culinary, STEM, resource management, marketing and production, and other related classes, workshops and research.

WHY NOW?

The audience for food and drink experiences continues to diversify and intensify. Alongside the traditional segments of this audience – those interested in recipes for dining at home and restaurants for dining out -- there are now also avid followings for new food and drink product launches, culinary celebrities on book tours and promotional appearances, food and drink tourism, festivals and special events, and both demonstrations and hands-on instruction. Among these consumers is a growing Do It Yourself (DIY) segment, no longer content to be mere spectators, who want to gather to learn culinary art and craft, begin growing more of their own food or start farming, create new products, develop part-time businesses compete for recognition, and find an audience or market for their creations.

To keep up with this hungry market, a growing number of food and drink industry participants – including food, beverage, hospitality, appliance, agriculture and packaged goods developers – are turning to seminars and conferences to help them track the trends, train their workforces, and stay on top of what's new and what's next. They incubate new products and processes in culinary labs, specialized workspaces, and in places where their target audiences gather. Increasingly, the food and drink industry values events and venues with the right look and feel to help them brand and launch new products and services -- particularly settings where they can stand shoulder-to-shoulder with farmers and local artisans -- the better to project the fresh, local and authentic value of their offerings.

Redland's rich agricultural history and active community of growers and food and drink artisans provide the perfect setting to meet the needs of both culinary consumers and the culinary professionals focused on serving them.

In the current climate, the process of providing leading edge food and drink programming to local residents, tourists and businesses also has the potential to also support both workforce development and business incubation.

This growth of the food-passionate community consumer audience is taking place against a backdrop of urgent issues for Mimi Dade County's local farming industry. While there is a need to preserve our area's agricultural lands, capitalize on new tourism trends in agritourism and ecotourism, and build value-added agricultural-based products for health and wellness and other new growth industries, it is important for the constituency for farmland preservation to have a locus and community center. FARM LIFE is planned as a community center for the new generation that is taking up the challenge of supporting a more sustainable local food system.

SIZING THE OPPORTUNITY

Research.
Our pro forma projections of FARM LIFE program usage and financial impacts are developed from both direct and secondary industry research on comparable programs and facilities, best practice benchmarking with primary sources, and interviews with public and private sources regarding South Florida and Redland-specific visitation to food and drink events, programming, and destinations. Our primary benchmark sources are LaCocina in San Francisco and New York Wines & Culinary Center in Canandaigua , NY.

We assessed the overall reasonableness of our visitation assumptions and projections against the experience of existing local food and beverage education/entertainment venues located to the east and west of FARM LIFE on the same street, accessed via the same roads, marketing to similar audiences.

Our food, beverage and retail estimates, driven by general visitation rather than advanced ticket sales for specific scheduled events, are 35,000 visitors per year, or 700 per week.

By comparison, there are 50,000 visitors annually at Redland Fruit and Spice Park, to our west, which is focused on ecotourism, special events, horticultural education, tastings of local foods in classes and at their snack bar, and gift shop purchases.

Knaus Berry Farm, located only a few yards to the east and across the street, estimates that their traffic exceeds 50,000 although they are only open 9 months a year, for fresh daily baked goods, custom made strawberry shakes, and produce from their farm.

In addition to visitation comparables in the area to test our general visitation assumptions, our market research with area agritourism and ecotourism destinations indicate that we can enter the market for culinary events, tastings and retail that these destinations have demonstrated, and that we can leverage existing demand both by partnering with them for jointly-offered programs, and by adding related services, such as catering and catering facilities, instruction, and facility rentals.

In particular, FARM LIFE's status as a former Dade County Public School and our educationally-focused facilities position us to take advantage of significant visitation from field trips throughout the school year already coming to our neighbors on SW 248th Street (reported as an average of 4 per week) and culinary camps in summer (reported as an average of 30 campers per day).

Revenues.

In Year 1 of the plan, revenues are driven by specific assumptions about the number of events that could be held at FARM LIFE targeting community-building that would utilize the grounds, prior to and during the beginning of improvements to the existing building. Event-specific and program-specific usage and facility rentals are developed from industry experience in marketing comparable events and programs.

In Year 2 of the plan, revenues for specific events continue to be driven as in Year 1. With the addition of the Welcome Center coming online this year, we add revenues of retail spend and food and beverage spend driven by our projection of FARM LIFE's share of annual area visitation.

Base year (current) visitation of 1,000,000 is used to construct a High Revenue scenario in which FARM LIFE penetration is 5% of total area visitors and a Low Revenue scenario in which FARM LIFE penetration is 2% of total area visitors. We then averaged the two scenarios to derive our revenue projections shown on the Farm Life Summary spreadsheet. Retail and food and beverage purchases by visitors are fundamental to the FARM LIFE business model, accounting for 40-45% of revenues throughout the five years of our pro forma financial projections.

In Year 3 of the plan, revenues reflect bringing the full build-out on line.

Our projections track our plan for a phased build-out of FARM LIFE, in which YR1 activities take place on the property while building construction begins, YR2 activities begin to incorporate half of the built-out facilities, and YR 3 operates in full build-out. Timing of build-out completions within each plan year have not been estimated, so the projections show full year of program operations for each source of revenue in a given year.

Staffing.

Staffing is phased in as build-out is phased in and lines of business ramp up. In Year 1 of the plan the start-up operation schedule is staffed by an Executive Director, Operations Director, and Marketing Assistant, along with the Operating Staff specific to the events and programs in place. Operations Staff rise from 4 in Year 1 to 7 in Year 2 to 9 in Years 3-5.

In Year 2 of the plan, Executive Staff rises to 2 full time positions. In Years 3-5 there are 3 full time positions.

Support Staff rise from 1 Marketing staffer in Year 1 of the plan, to handle marketing for events on the grounds, to 6 Supporting Staff at full strength.

THE COMPETITIVE ENVIRONMENT

Redland Farm Life Center is positioning itself as a welcome center for the surrounding area and its culinary attractions. While a limited number of products from these destinations will be sold at FARM LIFE as culinary souvenirs for travelers, our positioning is intended to generate traffic to our competitors.

In addition, FARM LIFE is positioning our competitors as our extended campus, and we are working with area culinary attractions to host classes that begin or end at FARM LIFE, to provide their products for use in our classes and events, and to work with us on marketing and promotion.

In addition to positioning, we will differentiate ourselves substantively, particularly among consumers, with the construction of the Redland Farm Life Center Community Performing Stage. The FARM LIFE courtyard stage will bring back and enhance the presentation space that historically existed at the open end of the U-shaped school building. With the courtyard stage as a central element in the space design, FARM LIFE will be able to offer a unique education and arts performance venue for area residents and culinary tourists alike. Critically, the courtyard-facing stage provides a functional mask for the receiving and storage facilities for raw ingredients and work-in-process that are essential for the operation of all of FARM LIFE's culinary facilities.

FARM LIFE plans to distinguish itself from other culinary education and training programs for industry itself with a focus on three key facilities including:

- Community canning center. Needs analyses, market visits and user interviews indicate that the primary facility needed by both enthusiasts and professionals is a canning line. A canning center can be heavily utilized on a year-round basis by a range of farmers and artisans to produce jams, jellies, ciders, salsas, and other products that focus on area ingredients.

- Microproduction foodservice equipment. Extensive site visits and interviews with culinary incubator programs around the country indicate that access to and training on microproduction production facilities meet the widest range of needs for area entrepreneurs. This high-tech equipment is used to make small spaces maximally productive for food truck operators, farm market and festival stands, small farm-based factories, and catering operations.

- Cooperative Learning and Production (Training, Meeting, Creating). This center will focus on several key offerings not found in farm country:

    - Rental by local colleges and universities for workforce training, ecotourism, and other programs for foodservice and hospitality entrepreneurs

- Rental space for meetings and conferences

- Workspace rental for food and beverage entrepreneurs, with immediate access to kitchen facilities and other culinary workspaces

- Certification Courses for DIY Consumers and Professionals

- Classes in business plan development, branding, distribution, and other key elements in bringing food and beverage products to market

In our discussions to date with Florida International University about their Food FIU initiative and with Miami Dade College about their programs related to FARM LIFE's Entrepreneurship Center, we are planning to integrate with program offerings of both schools so that FARM LIFE training facilities and outreach to low-to-moderate income entrepreneurs can help both schools meet the needs of grantors with LMI goals. FARM LIFE's presence in a farming community provides ready access to a significant local LMI population that, in many cases, is already food-knowledgeable.

WHAT WE OFFER

FARM LIFE 's full class, programming, and event offerings can be mapped against our major venues, which are managed as revenue centers. The financial performance is modeled in the attached pro forma financial projections.

Perimeter Landscape, Parking and Food Truck Pad

- Food Truck - based Event and Instruction - Onsite
- Food Truck - based Event and Instruction - Offsite
- Outdoor Programming, Education and and Events utilizin kitchen garden, vertical garden, and other display gardenir
- Outdoor Space Rentals

Central Courtyard Event Space / Performing Stage

- Unique Space Rental for Private and Professional Events
- Stage for music and other cultural performances, ceremonies and celebrations, fundraisers and other community events
- Ticketed Events Produced by RFLC
- Farm Market Café Dining Area

Welcome Center / Farm Market Café

- Redland Area Welcome and Information Station
- Agritourism / Ecotourism Souvenirs Showcasing Area Producers
- RFLC Catering Sales
- Historic and cultural exhibits related to Farm Life

Instructional Kitchens

- RFLC for Professionals, Industry Boot Camps
- Certification Courses for Professionals and DIY Consum
- Rentals for Workshops, Conferences, Other Professiona Uses
- Rentals for Product Production by Farmers, Caterers, Artisans

Community Kitchens

- RFLC Classes for Enthusiasts, Summer Camp, Recreational Boot Camps
- Certification Courses for DIY Consumers and Professionals
- Rentals for Group Cooking, Birthdays and Other Special Events,
- Rentals for Product Production by Farmers, Caterers, Artisans

Cooperative Learning and Production (Training, Meeting, Creating)

- Rental by local colleges and universities for workforce training, ecotourism, and other programs for foodservice and hospitality entrepreneurs
- Rental space for meetings and conferences
- Workspace rental for food and beverage entrepreneurs with immediate access to kitchen facilities and other culinary workspaces
- Certification Courses for DIY Consumers and Profession
- Classes in business plan development, branding, distribution, and other key elements in bringing food and beverage products to market

Industry Research Lab

- Workspace rental, equipped for new product development using Redland-area ingredients
- Workspace rental for food and beverage industry, recip developers, flavor analysts, and entrepreneurs

Canning Lab

- Production space rental, equipped for product development using Redland-area ingredients
- Consulting and training in using the lab for production, applicable governmental regulations, starting a canned-food business, financing and distribution
- Distribution services onsite at RFLC, or online through RFLC,
- Access for a fee to established umbrella branding, as ar alternative to establishing a new brand

Microproduction Lab

- Production space rental, equipped for product development using Redland-area ingredients
- Consulting and training in using the specialized equipm in this lab for food and beverage production, applicable governmental regulations, starting a food truck or other small-footprint foodservice business, and financing
- Start-up Food truck docking onsite at RFLC

OUR BUSINESS MODEL

Redland Farm Life Center's business model is based on pay-per-use for facilities that most users would find prohibitively expensive to own, and would prefer to rent.

In addition, each facility is designed for multiple user types, so that those willing to pay more per use help to subsidize those unable to pay as much. This allows FARM LIFE to encourage early-stage entrepreneurs generally, and LMI entrepreneurs in particular, offering reduced rates.

As noted above, FARM LIFE's business model also is focused on attracting and engaging both professional and consumer use, enhancing the attractiveness of FARM LIFE to our sponsors and underwriters who may target either or both user type.

Although our business model relies on user fees, FARM LIFE is eligible as a 501c3 organization to seek funding not available to purely commercial community kitchens. Similar not-for-profit culinary centers around the country derive at least 20% of their revenues from contributions.

Overall, our pro forma financial projections are based on both our past experience in operating such facilities and programs, and on benchmarking assistance from 501c3 food entrepreneurship and education centers around the country, particularly La Cocina in San Francisco, CA, New York Wine & Culinary Center in Canandaigua, NY, and Chef Space in Louisville, KY.

FARM LIFE is a public private partnership involving a governmental entity, a 501c3 not-for-profit organization, and a for-profit public-purpose organization. FARM LIFE is housed in a historic Miami Dade County Public Schools schoolhouse, deeded to Miami Dade County to facilitate this project. As a County property, FARM LIFE is eligible for grants only available to municipalities. As a farm area property and a center for job training and workforce development in agriculture, food service, agritourism, ecotourism, and related industries, FARM LIFE is eligible for Florida Department of Agriculture, USDA, and institutional grants focused on agricultural programs. In furtherance of its educational and cultural programming, FARM LIFE is eligible for foundation grants and awards to cultural organizations, partnerships with academic institutions, and civic initiatives.

Among local grant sources, FARM LIFE plans to seek support from Citi Community Development for support for programming where more than 50% of individuals served are low or moderate income (LMI). FARM LIFE is particularly well positioned to identify LMI candidates in the South Dade farming area for food incubator, entrepreneurship and similar programs located elsewhere in Miami Dade County.

Because of the transformative nature of our project for the food system of all of South Florida, we also plan to apply to foundation programs, such as the Knight Cities Challenge, which awards funding for "new ideas from innovators who will take hold of the future of our cities."

MANAGEMENT STRUCTURE

FARM LIFE 's management and staffing require experienced culinary professionals. The following charts enumerates key responsibilities for the staff. Because specialist instructors and presenters are a major feature of programming and events offered at FARM LIFE, staff expertise needs to be primarily functional, rather than subject matter-based.

For example, Class Coordinator staff might identify freelance presenters for a training day for Ecotourism Guides, a Home Kitchen Gardening class, a Thai Cooking class, or a sponsored seminar arranged by FARM LIFE's Executive Director as part of a sponsorship activation.

As noted above, the staffing will phase in during the first three years of operation to parallel the FARM LIFE build-out plan.

Position	Years	Responsibilities
Executive Director	1-5	Sets direction for and is spokesperson for RFLC, is principal liaison with board, is responsible for new business development and sponsor
Executive Staff	3	
General Manager	1-5	Supervises all aspects of day-to-day operations
Catering Manager	2-5	Supervises on-premise foodservice and F&B for events
Communications Manager	3-5	Supervises social media marketing, PR
Support Staff	6	
ED Asst	3-5	Liaison to sponsors and underwriters
GM Asst	2-5	Support GM, coordinate hourly, freelance, and volunteer staff
Catering Asst	2-5	Provision all classes and events
Communications Asst	1-5	Support CM
Retail Specialist	2-5	Support Welcome Center retailing, RFLC-produced product distribution
Programming Specialist	3-5	Handle class bookings, coordinate presenters
OPS	9	
Café Coordinators (2)	2-5	Daily Operations
Class Coordinator	1-5	Daily Operations
Rental Coordinator	1-5	Daily Operations
Lab Coordinator	2-5	Daily Operations
Perimeter/Food Truck Coordinator	1-5	Daily Operations
Cooperative Education and Production Center Coordinator	3-5	Daily Operations
Administrative Office	2-5	Daily Operations
Support (Mechanical)	1-5	Daily Operations

PRO FORMA FINANCIALS

The attached projections outline the financial fundamentals of the Redland Farm Life Center operations and build-out. Assumptions based on market research are indicated in the body of the spreadsheets.

Notwithstanding the fact that these pro formas are based on benchmarking of comparable 501c3 culinary centers, there are some unique features of the FARM LIFE project that may affect these projections, including:

1) FARM LIFE's premises are owned by Miami Dade County. The property is currently leased by the County to South Florida Pioneer Museum, Inc., a 501c3 organization, for a period of 30 years, with the option to extend the lease for 2 additional 10-year renewal periods. As landlord, the County plays an ongoing role in the development and operation of the property. The lease language provides that the premises be used for "the renovation, construction and operation of an educational and/or community activity facility and integrated services thereto" and specifies, among other things, required County approvals for construction and operation, terms of sublease, and causes for termination.

2) FARM LIFE is adjacent to two Dade County Public Schools. FARM LIFE is located in the County designated historic site of the former Redland Farm Life School, and its future use is dedicated, in part, to preserving and extending its historic role as educational and community center. While relations between FARM LIFE and the Dade County Public Schools have been cordial and productive during the past 10 years of project development, FARM LIFE's final plans for operation will be subject to fire, zoning, and other regulatory approvals, including those governing the proximity of public schools to premises serving alcohol. As noted elsewhere in this plan, food and beverage sales at FARM LIFE exceed 40% of revenues during the pro forma period, so restrictions on the ability to serve alcohol could have a material effect on these projections.

3) Florida state law regarding "cottage foods" is subject to further evolution during the pro forma plan period. The market for rental of FARM LIFE's licensed food and beverage production facilities responds, in part, to Florida law limiting the annual amount of food that individuals can produce at home and sell to the public. In 2011, the Florida Legislature enacted House Bill 7209, allowing individuals to produce and sell non-potentially hazardous foods, of up to $15,000 in gross sales per year, in an unlicensed home kitchen without obtaining a food permit from the Florida Department of Agriculture and Consumer Services. Current law also limits where cottage food operators can sell these products, how they must be packaged, and how they can be marketed via product sampling. Because state law requires that all cottage food operations must comply with all applicable county and municipal laws and ordinances regulating the preparation, processing, storage and sale of

cottage food products, future action by Miami Dade County could also impact these projections.

4) Florida state law and Miami Dade County law regarding agritourism are subject to ongoing evolution during the pro forma plan period. The market for FARM LIFE agritourism programming and events responds, in part, to Florida law limiting agritourism facilities that can be created on agricultural lands without local permitting and regulation. In 2013, state law was updated to provide that "local government may not adopt an ordinance, regulation, rule, or policy that prohibits, restricts, regulates, or otherwise limits an agritourism activity on land classified as agricultural land," allowing "members of the general public, for recreational, entertainment, or educational purposes, to view or enjoy rural activities, including farming, ranching, historical, cultural, or harvest-your-own, or nature-based activities and attractions." However, the law specifically states that "an agritourism activity does not include the construction of new or additional structures or facilities intended primarily to house, shelter, transport, or otherwise accommodate members of the general public." Changes to this legal framework at the state and/or County level could impact these projections.

REDLAND FARM LIFE CENTER PROFORMA P&L

Revenue		Startup	Year 1	Year 2	Year 3	Year 4	Year 5
Assumed Growth Rate			0.0%	2.0%	2.0%	2.0%	2.0%
• Welcome Center - Retail ($10 average ticket)				$ 350,000	$357,000	$ 364,140	$ 371,423
• Welcome Center - Online Sales (50 % of on-site)				$ 175,000	$ 178,500	$ 182,070	$ 185,711
• Farm Mkt Café ($5 average ticket)				$ 175,000	$ 178,500	$ 182,070	$ 185,711
• Farm Mkt Café Catering (26 events per year)			$ 26,000	$ 26,520	$ 27,050	$ 27,591	$ 28,143
• Perimeter / Food Truck Events - Onsite (50 events per year)			$ 50,000	$ 51,000	$ 52,020	$ 53,060	$ 54,122
• Perimeter / Food Truck Events - Offsite (50 events per year)			$ 25,000	$ 25,500	$ 26,010	$ 26,530	$ 27,061
• Courtyard Events - Space Rentals			$ 65,000	$ 66,300	$ 67,626	$ 68,979	$ 70,358
• Courtyard Events - Ticketed			$ 26,000	$ 26,520	$ 27,050	$ 27,591	$ 28,143
• Instructional Kitchen - Public					$ 25,000	$ 25,500	$ 26,010
• Instructional Kitchen - Professional				$ 50,000	$ 51,000	$ 52,020	$ 53,060
• Instructional / Event Gardens - Public			$ 25,000	$ 25,500	$ 26,010	$ 26,530	$ 27,061
• Instructional/ Event Gardens - Professional			$ 50,000	$ 51,000	$ 52,020	$ 53,060	$ 54,122
• Summer Camp			$ 110,000	$ 220,000	$ 330,000	$ 330,000	$ 330,000
• Community Kitchens - Professional Rentals				$ 25,000	$ 25,500	$ 26,010	$ 26,530
• Community Kitchens - Public Rentals					$ 15,000	$ 15,300	$ 15,606
• Entrepreneurship Center (Training, Meeting, Creating)				$ 150,000	$ 153,000	$ 156,060	$ 159,181
• Industry Research Lab				$ 100,000	$ 102,000	$ 104,040	$ 106,121
• Canning Lab				$ 100,000	$ 102,000	$ 104,040	$ 106,121
• Microproduction Lab					$ 100,000	$ 102,000	$ 104,040
• Sponsorship, Gifts, Grants			$ 310,165	$ 316,368	$ 322,696	$ 329,150	$ 335,733
Total Revenues			**$ 687,165**	**$ 1,933,708**	**$ 2,217,983**	**$2,255,742**	**$ 2,294,257**

Operating Expenses		Startup	Year 1	Year 2	Year 3	Year 4	Year 5
Direct Operating Expense			$ 511,772	$ 522,008	$ 532,448	$ 543,097	$ 553,959
Staffing (Salaries & Benefits)							
Executive Director	1		$ 145,893	$ 148,811	$ 151,787	$ 154,823	$ 157,919
Executive Staff	3		$87,536	$175,072	$ 267,860	$ 273,217	$ 278,681
Support Staff	6		$ 35,014	$142,859	$ 218,574	$ 222,945	$ 227,404
OPS	9		$116,528	$237,717	$ 280,240	$ 285,845	$ 291,562
Insurance	2.32%		$ 15,927	$ 44,818	$ 51,407	$ 52,282	$ 53,175
Professional Services / Advertising	2.00%		$ 13,743	$ 38,674	$ 44,360	$ 45,115	$ 45,885
Materials, Supplies/Postage	1.25%		$ 8,590	$ 24,171	$ 27,725	$ 28,197	$ 28,678
Office Expense	2.50%		$ 17,179	$ 48,343	$ 55,450	$ 56,394	$ 57,356
Repairs and Maintenance	3.00%		$ 20,615	$ 58,011	$ 66,539	$ 67,672	$ 68,828
Licenses & Fees			$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Travel	0.50%		$ 3,436	$ 9,669	$ 11,090	$ 11,279	$ 11,471
Utilities	3.00%		$ 20,615	$ 58,011	$ 66,539	$ 67,672	$ 68,828
Total Operating Expenses			**$ 1,006,848**	**$ 1,518,163**	**$ 1,784,019**	**$1,818,538**	**$ 1,853,747**
EBITDA			**$ (319,683)**	**$ 415,545**	**$ 433,964**	**$ 437,204**	**$ 440,510**
Profit Margin			-47%	21%	20%	19%	19%
Taxes	30.00%		$ -	$ 124,664	$ 130,189	$ 131,161	$ 132,153
Depreciation	$ -		$ 130,055	$ 235,173	$ 260,226	$ 260,226	$ 260,226
Net Income			**$ (449,738)**	**$ 55,709**	**$ 43,549**	**$ 45,817**	**$ 48,131**

Staffing		Startup	Year 1	Year 2	Year 3	Year 4	Year 5
FTE's			19.25	19.25	19.25	19.25	19.25
Executive Director			1.00	1.00	1.00	1.00	1.00
Executive Staff			3.00	3.00	3.00	3.00	3.00
Support Staff			6.00	6.00	6.00	6.00	6.00
OPS			9.25	9.25	9.25	9.25	9.25
Base Salary	Assumed Growth Rate		0.0%	2.0%	2.0%	2.0%	2.0%
Executive Director	$125,000	$ 125,000	$ 125,000	$ 127,500	$ 130,050	$ 132,651	$ 135,304
Executive Staff	$75,000	$ 75,000	$ 75,000	$ 76,500	$ 78,030	$ 79,591	$ 81,182
Support Staff	$30,000	$ 30,000	$ 30,000	$ 30,600	$ 31,212	$ 31,836	$ 32,473
OPS	$24,960	$ 24,960	$ 24,960	$ 25,459	$ 25,968	$ 26,488	$ 27,018
Benefit Rates							
Executive Director	16.71%	16.71%	16.71%	16.71%	16.71%	16.71%	16.71%
Executive Staff	16.71%	16.71%	16.71%	16.71%	16.71%	16.71%	16.71%
Support Staff	16.71%	16.71%	16.71%	16.71%	16.71%	16.71%	16.71%
OPS	16.71%	16.71%	16.71%	16.71%	16.71%	16.71%	16.71%
Benefits							
Executive Director		$ 20,893	$ 20,893	$ 21,311	$ 21,737	$ 22,172	$ 22,615
Executive Staff		$ 12,536	$ 12,536	$ 12,787	$ 13,042	$ 13,303	$ 13,569
Support Staff		$ 5,014	$ 5,014	$ 5,115	$ 5,217	$ 5,321	$ 5,428
OPS		$ 4,172	$ 4,172	$ 4,255	$ 4,340	$ 4,427	$ 4,516

OPS Staffing Model	Classes/ Events	Staff Needed	Staff Hours	Full Time Equivalent	Average Hourly Wage	Annualized Wage
Assumptions			8	2080	$12.00	$24,960
Café Coordinators	300	2	4,800	2.31		
Class Coordinators	52	2	832	0.40		
Rental Coordinators	200	2	3,200	1.54		
Lab Coordinators	100	2	1,600	0.77		
Perimeter/Food Truck Coordinator	200	1	1,600	0.77		
Cooperative Coordinators	300	1	2,400	1.15		
Administrative Offices	300	1	2,400	1.15		
Support (Mechanical)	300	1	2,400	1.15		
Total OPS Staffing	1,752	12	19,232	9.25		

REDLAND FARM LIFE CENTER CONSTRUCTION COSTS

Phase 1: Site Improvements	Gross Area	Cost PSF	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5
Perimeter Landscape, Parking and Food Truck Pad	86,000 SF	$ 10.00	$ 860,000	$ 860,000				
Central Courtyard Event Space	14,000 SF	$ 25.00	$ 350,000	$ 350,000				
Subtotal Site Improvements	100,000 SF	$12.10	$ 1,210,000	$ 1,210,000				

Phase 2: Improvements to Historic Structure	Gross Area	Cost PSF	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5
Existing - Welcome Center / Farm Market Café	2,190 SF	$ 225.00	$ 492,750	$ 172,463	$ 221,738	$ 98,550		
Existing - Industry Research Lab	750 SF	$ 250.00	$ 187,500	$ 65,625	$ 84,375	$ 37,500		
Existing - Entrepreneurship Center (Training, Meeting, Creating)	1,440 SF	$ 225.00	$ 324,000	$ 113,400	$ 145,800	$ 64,800		
Existing - Canning Lab	1,500 SF	$ 185.00	$ 277,500	$ 97,125	$ 124,875	$ 55,500		
Existing - Microproduction Lab	750 SF	$ 185.00	$ 138,750	$ 48,563	$ 62,438	$ 27,750		
Existing - Instructional Kitchens	1,350 SF	$ 275.00	$ 371,250	$ 129,938	$ 167,063	$ 74,250		
Existing - Community Kitchens	1,350 SF	$ 275.00	$ 371,250	$ 129,938	$ 167,063	$ 74,250		
Existing - Administrative Offices	650 SF	$ 200.00	$ 130,000	$ 45,500	$ 58,500	$ 26,000		
Existing - Support (Mechanical, Electrical, Plumbing)	1,000 SF	$ 175.00	$ 175,000	$ 61,250	$ 78,750	$ 35,000		
Existing - Common Area / Circulation	2,500 SF	$ 150.00	$ 375,000	$ 131,250	$ 168,750	$ 75,000		
Subtotal Improvements to Historic Structure	13,480 SF	$ 210.91	$ 2,843,000	$ 995,050	$ 1,279,350	$ 568,600		

Phase 3: New Construction	Gross Area	Cost PSF	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5
Redland Farm Life Center Community Performing Stage / Receiving and Storage	2,000 SF	$ 500.00	$ 1,000,000	$ -	$ 800,000	$ 200,000		
Subtotal New Construction	2,000 SF	$ 500.00	$ 1,000,000	$ -	$ 800,000	$ 200,000		

FF&E	Gross Area	Cost PSF	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5
Food Service Equipment	7,200 SF	$ 300.00	$ 2,160,000	$ 1,296,000	$ 864,000			
Office Furniture	650 SF	$ 150.00	$ 97,500	$ 58,500	$ 39,000			
Retail Millwork & Cabinetry	2,190 SF	$ 250.00	$ 547,500	$ 328,500	$ 219,000			
Subtotal FF&E	10,040 SF	$ 279.38	$ 2,805,000	$ 1,683,000	$ 1,122,000			
LEED Accreditation	10%		$ 785,800	$ 388,805	$ 320,135	$ 76,860		
Hard Cost Contingency (15%)	15%		$ 1,178,700	$ 583,207.50	##########	$ 115,290		
Subtotal Hard Costs			$ 9,822,500	$ 4,860,063	$ 4,001,688	$ 960,750		

Soft Costs	Gross Area	Cost PSF	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5
Architecture & Engineering	15,480 SF	$ 17.00	$ 263,160	$ 171,054	$ 78,948	$ 13,158	$ -	$ -
Environmental Design	2,190 SF	$ 4.00	$ 8,760	$ 5,694	$ 2,628	$ 438	$ -	$ -
Soft Cost Contingency (20%)	20%	$ 4.03	$ 54,384	$ 35,350	$ 16,315	$ 2,719	$ -	$ -
Subtotal Soft Costs			$ 326,304	$ 212,098	$ 97,891	$ 16,315	$ -	$ -
Total Build Out			$ 10,148,804	$ 5,072,160	$ 4,099,579	$ 977,065	$ -	$ -
% Completed				50%	90%	100%	100%	100%
Annual Depreciation (39 YRS SL) **** ESTIMATED ***				$ 130,055	$ 235,173	$ 260,226	$ 260,226	########

RFLC REVENUES (High Visitation)	Assumptions	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	ANNUAL
Annual Area Tourist Visitation	4,000,000	5.0%												
Area Visitors (in millions)		1.5	1.3	1.5	1.4	1.4	1.4	1.6	1.5	1.2	1.3	1.4	1.5	17
Seasonal Distribution %		8.82%	7.65%	8.82%	8.24%	8.24%	8.24%	9.41%	8.82%	7.06%	7.65%	8.24%	8.82%	100.00%
RFLC Visitors	50,000	4,412	3,824	4,412	4,118	4,118	4,118	4,706	4,412	3,529	3,824	4,118	4,412	50,000
REVENUES														
Program Service Revenue														
• Welcome Center - Retail ($10 average ticket)	$ 10.00	$ 44,118	$ 38,235	$ 44,118	$ 41,176	$ 41,176	$ 41,176	$ 47,059	$ 44,118	$ 35,294	$ 38,235	$ 41,176	$ 44,118	$ 500,000
• Welcome Center - Online Sales (50 % of on-site)	50.00%	$ 22,059	$ 19,118	$ 22,059	$ 20,588	$ 20,588	$ 20,588	$ 23,529	$ 22,059	$ 17,647	$ 19,118	$ 20,588	$ 22,059	$ 250,000
• Farm Mkt Café ($5 average ticket)	$ 5.00	$ 22,059	$ 19,118	$ 22,059	$ 20,588	$ 20,588	$ 20,588	$ 23,529	$ 22,059	$ 17,647	$ 19,118	$ 20,588	$ 22,059	$ 250,000
• Farm Mkt Café Catering (26 events per year)	26 Attendees	$ 2,294	$ 1,988	$ 2,294	$ 2,141	$ 2,141	$ 2,141	$ 2,447	$ 2,294	$ 1,835	$ 1,988	$ 2,141	$ 2,294	$ 26,000
• Perimeter / Food Truck Events - Onsite (50 event	50 Attendees	$ 4,412	$ 3,824	$ 4,412	$ 4,118	$ 4,118	$ 4,118	$ 4,706	$ 4,412	$ 3,529	$ 3,824	$ 4,118	$ 4,412	$ 50,000
• Perimeter / Food Truck Events - Offsite (50 even	50 $ 500.00	$ 2,206	$ 1,912	$ 2,206	$ 2,059	$ 2,059	$ 2,059	$ 2,353	$ 2,206	$ 1,765	$ 1,912	$ 2,059	$ 2,206	$ 25,000
• Courtyard Events - Space Rentals	26 Attendees	$ 5,735	$ 4,971	$ 5,735	$ 5,353	$ 5,353	$ 5,353	$ 6,118	$ 5,735	$ 4,588	$ 4,971	$ 5,353	$ 5,735	$ 65,000
• Courtyard Events - Ticketed	26 Attendees	$ 2,294	$ 1,988	$ 2,294	$ 2,141	$ 2,141	$ 2,141	$ 2,447	$ 2,294	$ 1,835	$ 1,988	$ 2,141	$ 2,294	$ 26,000
• Instructional Kitchen - Public	100 $ 250.00	$ 2,206	$ 1,912	$ 2,206	$ 2,059	$ 2,059	$ 2,059	$ 2,353	$ 2,206	$ 1,765	$ 1,912	$ 2,059	$ 2,206	$ 25,000
• Instructional Kitchen - Professional	100 $ 500.00	$ 4,412	$ 3,824	$ 4,412	$ 4,118	$ 4,118	$ 4,118	$ 4,706	$ 4,412	$ 3,529	$ 3,824	$ 4,118	$ 4,412	$ 50,000
• Instructional / Event Gardens - Public	100 $ 250.00	$ 2,206	$ 1,912	$ 2,206	$ 2,059	$ 2,059	$ 2,059	$ 2,353	$ 2,206	$ 1,765	$ 1,912	$ 2,059	$ 2,206	$ 25,000
• Instructional/ Event Gardens - Professional	100 $ 500.00	$ 4,412	$ 3,824	$ 4,412	$ 4,118	$ 4,118	$ 4,118	$ 4,706	$ 4,412	$ 3,529	$ 3,824	$ 4,118	$ 4,412	$ 50,000
• Summer Camp	20 Attendees						$ 55,000	$ 55,000						$ 110,000
• Community Kitchens - Professional Rentals	100 $ 250.00	$ 2,206	$ 1,912	$ 2,206	$ 2,059	$ 2,059	$ 2,059	$ 2,353	$ 2,206	$ 1,765	$ 1,912	$ 2,059	$ 2,206	$ 25,000
• Community Kitchens - Public Rentals	100 $ 150.00	$ 1,324	$ 1,147	$ 1,324	$ 1,235	$ 1,235	$ 1,235	$ 1,412	$ 1,324	$ 1,059	$ 1,147	$ 1,235	$ 1,324	$ 15,000
• Entrepreneurship Center (Training, Meeting, Cre	300 $ 500.00	$ 13,235	$ 11,471	$ 13,235	$ 12,353	$ 12,353	$ 12,353	$ 14,118	$ 13,235	$ 10,588	$ 11,471	$ 12,353	$ 13,235	$ 150,000
• Industry Research Lab	100 Attendees	$ 8,824	$ 7,647	$ 8,824	$ 8,235	$ 8,235	$ 8,235	$ 9,412	$ 8,824	$ 7,059	$ 7,647	$ 8,235	$ 8,824	$ 100,000
• Canning Lab	100 Attendees	$ 8,824	$ 7,647	$ 8,824	$ 8,235	$ 8,235	$ 8,235	$ 9,412	$ 8,824	$ 7,059	$ 7,647	$ 8,235	$ 8,824	$ 100,000
• Microproduction Lab	100 Attendees	$ 8,824	$ 7,647	$ 8,824	$ 8,235	$ 8,235	$ 8,235	$ 9,412	$ 8,824	$ 7,059	$ 7,647	$ 8,235	$ 8,824	$ 100,000
PS Revenue Subtotal		$ 161,648	$ 124,800	$ 144,001	$ 134,400	$ 134,400	$ 189,400	$ 208,600	$ 144,001	$ 115,200	$ 124,800	$ 134,400	$ 144,001	$ 1,759,650
Sponsorship, Gifts, Grants	20%													
• Sponsors/Underwriters	65%	$ 21,014	$ 16,224	$ 18,720	$ 17,472	$ 17,472	$ 24,622	$ 27,118	$ 18,720	$ 14,976	$ 16,224	$ 17,472	$ 18,720	$ 228,755
• Fundraising Events	35%	$ 11,420	$ 8,817	$ 10,173	$ 9,495	$ 9,495	$ 13,360	$ 14,737	$ 10,173	$ 8,138	$ 8,817	$ 9,495	$ 10,173	$ 124,311
SGG Revenue Subtotal		$ 32,330	$ 24,960	$ 28,800	$ 26,880	$ 26,880	$ 37,880	$ 41,720	$ 28,800	$ 23,040	$ 24,960	$ 26,880	$ 28,800	$ 351,930
TOTAL REVENUES		$ 193,977	$ 149,760	$ 172,801	$ 161,280	$ 161,280	$ 227,280	$ 250,320	$ 172,801	$ 138,241	$ 149,760	$ 161,280	$ 172,801	$ 2,111,580
OPERATING EXPENSES (based on Profit Margin)	31.00%	$ 53,344	$ 41,184	$ 47,520	$ 44,352	$ 44,352	$ 62,502	$ 68,838	$ 47,520	$ 38,016	$ 41,184	$ 44,352	$ 47,520	$ 580,685
Net Revenues		$ 140,633	$ 108,576	$ 125,281	$ 116,928	$ 116,928	$ 164,778	$ 181,482	$ 125,281	$ 100,224	$ 108,576	$ 116,928	$ 125,281	$ 1,530,896

RFLC REVENUES (Low Visitation)	Assumptions	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	ANNUAL
Annual Area Tourist Visitation	1,000,000	2.0%												
Area Visitors (in millions)		1.5	1.3	1.5	1.4	1.4	1.4	1.6	1.5	1.2	1.3	1.4	1.5	17
Seasonal Distribution %		8.82%	7.65%	8.82%	8.24%	8.24%	8.24%	9.41%	8.82%	7.06%	7.65%	8.24%	8.82%	100.00%
RFLC Visitors	20,000	1,765	1,529	1,765	1,647	1,647	1,647	1,882	1,765	1,412	1,529	1,647	1,765	20,000
REVENUES														
Program Service Revenue														
• Welcome Center - Retail ($10 average ticket)	$ 10.00	$ 17,647	$ 15,294	$ 17,647	$ 16,471	$ 16,471	$ 16,471	$ 18,824	$ 17,647	$ 14,118	$ 15,294	$ 16,471	$ 17,647	$ 200,000
• Welcome Center - Online Sales (based on % of ch	50.00%	$ 8,824	$ 7,647	$ 8,824	$ 8,235	$ 8,235	$ 8,235	$ 9,412	$ 8,824	$ 7,059	$ 7,647	$ 8,235	$ 8,824	$ 100,000
• Farm Mkt Café ($5 average ticket)	$ 5.00	$ 8,824	$ 7,647	$ 8,824	$ 8,235	$ 8,235	$ 8,235	$ 9,412	$ 8,824	$ 7,059	$ 7,647	$ 8,235	$ 8,824	$ 100,000
• Farm Mkt Café Catering (26 events per year)	26 $1,000.00	$ 2,294	$ 1,988	$ 2,294	$ 2,141	$ 2,141	$ 2,141	$ 2,447	$ 2,294	$ 1,835	$ 1,988	$ 2,141	$ 2,294	$ 26,000
• Perimeter / Food Truck Events - Onsite (50 even	50 $1,000.00	$ 4,412	$ 3,824	$ 4,412	$ 4,118	$ 4,118	$ 4,118	$ 4,706	$ 4,412	$ 3,529	$ 3,824	$ 4,118	$ 4,412	$ 50,000
• Perimeter / Food Truck Events - Offsite (50 ever	50 $ 500.00	$ 2,206	$ 1,912	$ 2,206	$ 2,059	$ 2,059	$ 2,059	$ 2,353	$ 2,206	$ 1,765	$ 1,912	$ 2,059	$ 2,206	$ 25,000
• Courtyard Events - Space Rentals	26 $2,500.00	$ 5,735	$ 4,971	$ 5,735	$ 5,353	$ 5,353	$ 5,353	$ 6,118	$ 5,735	$ 4,588	$ 4,971	$ 5,353	$ 5,735	$ 65,000
• Courtyard Events - Ticketed	20 $2,000.00	$ 2,294	$ 1,988	$ 2,294	$ 2,141	$ 2,141	$ 2,141	$ 2,447	$ 2,294	$ 1,835	$ 1,988	$ 2,141	$ 2,294	$ 26,000
• Instructional Kitchen - Public	100 $ 250.00	$ 2,206	$ 1,912	$ 2,206	$ 2,059	$ 2,059	$ 2,059	$ 2,353	$ 2,206	$ 1,765	$ 1,912	$ 2,059	$ 2,206	$ 25,000
• Instructional Kitchen - Professional	100 $ 500.00	$ 4,412	$ 3,824	$ 4,412	$ 4,118	$ 4,118	$ 4,118	$ 4,706	$ 4,412	$ 3,529	$ 3,824	$ 4,118	$ 4,412	$ 50,000
• Instructional / Event Gardens - Public	100 $ 250.00	$ 2,206	$ 1,912	$ 2,206	$ 2,059	$ 2,059	$ 2,059	$ 2,353	$ 2,206	$ 1,765	$ 1,912	$ 2,059	$ 2,206	$ 25,000
• Instructional/ Event Gardens - Professional	100 $ 500.00	$ 4,412	$ 3,824	$ 4,412	$ 4,118	$ 4,118	$ 4,118	$ 4,706	$ 4,412	$ 3,529	$ 3,824	$ 4,118	$ 4,412	$ 50,000
• Summer Camp	10 ##########						$ 55,000	$ 55,000						$ 110,000
• Community Kitchens - Professional Rentals	100 $ 250.00	$ 2,206	$ 1,912	$ 2,206	$ 2,059	$ 2,059	$ 2,059	$ 2,353	$ 2,206	$ 1,765	$ 1,912	$ 2,059	$ 2,206	$ 25,000
• Community Kitchens - Public Rentals	100 $ 150.00	$ 1,324	$ 1,147	$ 1,324	$ 1,235	$ 1,235	$ 1,235	$ 1,412	$ 1,324	$ 1,059	$ 1,147	$ 1,235	$ 1,324	$ 15,000
• Entrepreneurship Center (Training, Meeting, Cr	500 $ 600.00	$ 13,235	$ 11,471	$ 13,235	$ 12,353	$ 12,353	$ 12,353	$ 14,118	$ 13,235	$ 10,588	$ 11,471	$ 12,353	$ 13,235	$ 150,000
• Industry Research Lab	100 $1,000.00	$ 8,824	$ 7,647	$ 8,824	$ 8,235	$ 8,235	$ 8,235	$ 9,412	$ 8,824	$ 7,059	$ 7,647	$ 8,235	$ 8,824	$ 100,000
• Canning Lab	100 $1,000.00	$ 8,824	$ 7,647	$ 8,824	$ 8,235	$ 8,235	$ 8,235	$ 9,412	$ 8,824	$ 7,059	$ 7,647	$ 8,235	$ 8,824	$ 100,000
• Microproduction Lab	100 $1,000.00	$ 8,824	$ 7,647	$ 8,824	$ 8,235	$ 8,235	$ 8,235	$ 9,412	$ 8,824	$ 7,059	$ 7,647	$ 8,235	$ 8,824	$ 100,000
PS Revenue Subtotal		$ 108,706	$ 94,212	$ 108,706	$ 101,459	$ 101,459	$ 156,459	$ 170,954	$ 108,706	$ 86,965	$ 94,212	$ 101,459	$ 108,706	$ 1,342,001
Sponsorship, Gifts, Grants	20%													
• Contributors/Underwriters	65%	$ 14,132	$ 12,248	$ 14,132	$ 13,190	$ 13,190	$ 20,340	$ 22,224	$ 14,132	$ 11,305	$ 12,248	$ 13,190	$ 14,132	$ 174,460
• Fundraising Events	35%	$ 7,680	$ 6,656	$ 7,680	$ 7,168	$ 7,168	$ 11,053	$ 12,077	$ 7,680	$ 6,144	$ 6,656	$ 7,168	$ 7,680	$ 94,606
SGG Revenue Subtotal		$ 21,741	$ 18,842	$ 21,741	$ 20,292	$ 20,292	$ 31,292	$ 34,191	$ 21,741	$ 17,393	$ 18,842	$ 20,292	$ 21,741	$ 268,400
TOTAL REVENUES		$ 130,447	$ 113,055	$ 130,447	$ 121,750	$ 121,750	$ 187,750	$ 205,144	$ 130,447	$ 104,358	$ 113,055	$ 121,750	$ 130,447	$ 1,610,401
OPERATING EXPENSES	33.00%	$ 35,873	$ 31,090	$ 35,873	$ 33,481	$ 33,481	$ 51,631	$ 56,415	$ 35,873	$ 28,698	$ 31,090	$ 33,481	$ 35,873	$ 442,860
Net Revenues		$ 94,574	$ 81,965	$ 94,574	$ 88,269	$ 88,269	$ 136,119	$ 148,730	$ 94,574	$ 75,659	$ 81,965	$ 88,269	$ 94,574	$ 1,167,541

Redland Farm Life Center - Sample Annual Utilization of Professional and Public Kitchens

Professional Kitchen

January	Week	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
	1	Industry Certificates (13 weeks)	Rentals	Rentals	2 HR Culinary	Rentals	Industry Certificates (13 weeks)	Training Courses
	2	Industry Certificates (13 weeks)	Rentals	Workshops for Professional	Rentals	2 HR Culinary	Industry Certificates (13 weeks)	Training Courses
	3	Industry Certificates (13 weeks)	Rentals	Rentals	2 HR Culinary	Rentals	Industry Certificates (13 weeks)	Rentals
February	4	Industry Certificates (13 weeks)	Rentals	Rentals	Rentals	2 HR Culinary	Industry Certificates (13 weeks)	Training Courses
	5	Industry Certificates (13 weeks)	Rentals	Rentals	2 HR Culinary	Rentals	Industry Certificates (13 weeks)	Training Courses
	6	Industry Certificates (13 weeks)	Rentals	Workshops for Professional	Rentals	2 HR Culinary	Industry Certificates (13 weeks)	Rentals
	7	Industry Certificates (13 weeks)	Rentals	Rentals	2 HR Culinary	Rentals	Industry Certificates (13 weeks)	Rentals
	8	Industry Certificates (13 weeks)	Rentals	Rentals	Rentals	2 HR Culinary	Industry Certificates (13 weeks)	Training Courses
March	9	Industry Certificates (13 weeks)	Rentals	Rentals	2 HR Culinary	Rentals	Industry Certificates (13 weeks)	Training Courses

	10	Industry Certificates (13 weeks)	Rentals	Workshops for Professional	Rentals	2 HR Culinary	Industry Certificates (13 weeks)	Rentals
	11	Industry Certificates (13 weeks)	Boot Camp 6	Boot Camp 6	Boot Camp 6	Boot Camp 6	Industry Certificates (13 weeks)	Rentals
April	12	Industry Certificates (13 weeks)	Rentals	Rentals	Rentals	2 HR Culinary	Industry Certificates (13 weeks)	Training Courses
	13	Industry Certificates (13 weeks)	Rentals	Rentals	2 HR Culinary	Rentals	Industry Certificates (13 weeks)	Training Courses
	14	Rentals	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals
	15	Rentals	Rentals	Workshops for Professional	2 HR Culinary	Rentals	Rentals	Rentals
May	16	Rentals	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Training Courses
	17	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Training Courses
	18	Rentals	Rentals	Workshops for Professional	Rentals	2 HR Culinary	Rentals	Rentals
	19	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Rentals
June	20	Rentals	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Training Courses
	21	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Training Courses
	22	Rentals	Rentals	Workshops for Professional	Rentals	2 HR Culinary	Rentals	Rentals

	23	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Rentals
July	24	Rentals	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Training Courses
	25	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Training Courses
	26	Rentals	Rentals	Workshops for Professional	Rentals	2 HR Culinary	Rentals	Rentals
	27	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Rentals
August	28	Rentals	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Training Courses
	29	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Training Courses
	30	Rentals	Rentals	Workshops for Professional	Rentals	2 HR Culinary	Rentals	Rentals
	31	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Rentals
	32	Rentals	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals
September	33	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Training Courses
	34	Rentals	Rentals	Workshops for Professional	Rentals	2 HR Culinary	Rentals	Training Courses
	35	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Rentals

	36	Rentals	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	2 HR Culinary
October	37	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Training Courses
	38	Rentals	Rentals	Workshops for Professional	Rentals	2 HR Culinary	Rentals	Training Courses
	39	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Rentals
	40	Rentals	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals
	41	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Rentals
November	42	Rentals	Rentals	Workshops for Professional	Rentals	2 HR Culinary	Rentals	Training Courses
	43	Boot Camp 5	Boot Camp 5	Boot Camp 5	Boot Camp 5	Boot Camp 5	Rentals	Training Courses
	44	Rentals	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals
	45	Rentals	Rentals	Workshops for Professional	2 HR Culinary	Rentals	Rentals	Rentals
December	46	Rentals	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Training Courses
	47	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Training Courses

48	Rentals	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals
49	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals	Rentals
50	Rentals	Rentals	Rentals	Rentals	2 HR Culinary	Rentals	Rentals

Notes

1. This mock up of kitchen utilization to accommodate our initial schedule of instruction indicates adequate c
2. 400 slots available for rental provides adequate capacity to meet the projected space rental of 100 slots fo

Public Kitchen

January	Week	Mon	Tues	Wed	Thurs	Fri	Sat
	1	Rentals	Boot Camp 1	Rentals	Rentals	Rentals	2 HR Culinary
	2	Rentals	Boot Camp 1	Rentals	Rentals	Rentals	Rentals
	3	Rentals	Boot Camp 1	Rentals	Rentals	Rentals	2 HR Culinary
February	4	Rentals	Boot Camp 1	Rentals	Rentals	Rentals	
	5	Rentals	Boot Camp 1	Rentals	Rentals	Rentals	2 HR Culinary
	6	Rentals	Rentals	Boot Camp 2	Rentals	Rentals	
	7	Rentals	Rentals	Boot Camp 2	Rentals	Rentals	2 HR Culinary
March	8	Rentals	Rentals	Boot Camp 2	Rentals	Rentals	Rentals
	9	Rentals	Rentals	Boot Camp 2	Rentals	Rentals	2 HR Culinary

		10	Rentals	Rentals	Boot Camp 2	Rentals	Rentals	
		11	Rentals	Rentals	Rentals	Boot Camp 3	Rentals	2 HR Culinary
	April	12	Rentals	Rentals	Rentals	Boot Camp 3	Rentals	Rentals
		13	Rentals	Rentals	Rentals	Boot Camp 3	Rentals	2 HR Culinary
		14	Rentals	Rentals	Rentals	Boot Camp 3	Rentals	Rentals
		15	Rentals	Rentals	Rentals	Boot Camp 3	Rentals	2 HR Culinary
	May	16	Rentals	Rentals	Rentals	Rentals	Rentals	Rentals
		17	Rentals	Rentals	Rentals	Rentals	Rentals	2 HR Culinary
		18	Rentals	Rentals	Rentals	Rentals	Rentals	Rentals
		19	Rentals	Rentals	Rentals	Rentals	Rentals	2 HR Culinary
	June	20	Summer Camps (week)	Summer Camps (week)	Summer Camps (week)	Summer Camps (week)	Summer Camps (week)	Rentals
		21	Summer Camps (week)	Summer Camps (week)	Summer Camps (week)	Summer Camps (week)	Summer Camps (week)	2 HR Culinary
		22	Summer Camps (week)	Summer Camps (week)	Summer Camps (week)	Summer Camps (week)	Summer Camps (week)	Rentals