

Business Plan

for

The Meadowbrook Farm Preservation Association



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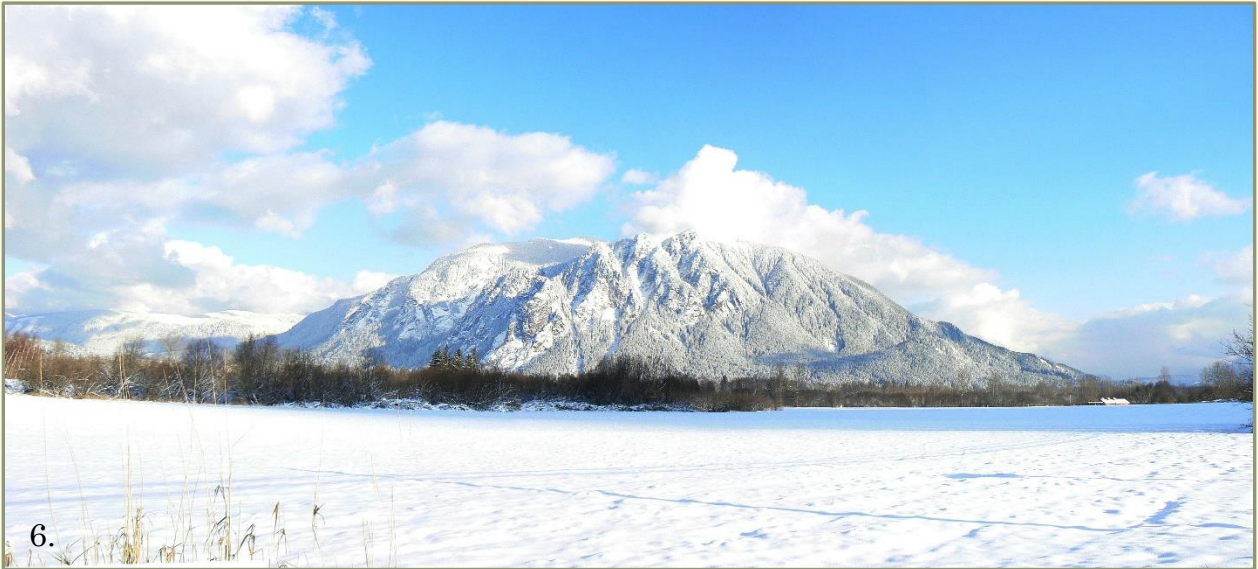
I. Executive Summary

The purpose of this business plan is to improve the ability of Meadowbrook Farm Preservation Association (MFPA) to communicate its strategic direction as well as its financial and operational status to its stakeholders. This is a watershed moment for Meadowbrook Farm. Ahead of the upcoming renegotiation of the Interlocal Agreement between the City of Snoqualmie, the City of North Bend, and Meadowbrook Farm Preservation Association, it is critical that the MFPA implement a strategic operating plan that outlines how it will continue to promote the preservation and public enjoyment of Meadowbrook Farm for many years to come. The recommendations set forth in this business plan are intended to guide the Meadowbrook Farm Preservation Association in this endeavor.

The key recommendations presented here focus on sustainable staffing strategies and select property enhancements intended to drive visitation to both Meadowbrook Farm and the greater Snoqualmie Valley. Meadowbrook Farm has traditionally been operated by volunteers—a model that is not feasible indefinitely. It is critical that the Meadowbrook Farm Preservation Association transition to a staffing model that enables continuity and consistent high-quality oversight of the property. This paid staffing model requires two employees—one full-time and one part-time—to oversee the operations, maintenance, and marketing efforts of Meadowbrook Farm. It is imperative that Meadowbrook Farm Preservation Association receive an increase in funding, as its current revenue and contributions from the Cities are not sufficient in covering the true costs of operating such a large public property. Moreover, it is not recommended that Meadowbrook Farm Preservation Association pursue capital-intensive property enhancements in an attempt to increase revenue. Instead, Meadowbrook Farm Preservation Association should focus on implementing minor changes to the property that will enhance its value as a recreational open space. Minor property improvements and strategic marketing efforts overseen by a full-time staff member will drive visitation to Meadowbrook Farm and the greater Snoqualmie Valley in general and will promote the growth of tourism throughout the region.

Overall, it is crucial that Meadowbrook Farm's use continues to be guided by its underlying mission to preserve, enhance, and share the scenic and historic assets of one of the last true open spaces shared by the Cities of Snoqualmie and North Bend. In light of this important goal, it is critical that Meadowbrook Farm be funded by adequate resources that cover the true cost of preserving this truly special place for generations to come.

A View of Meadowbrook Farm



1. Big Cedar
2. Native Columbine - *Aquilegia Formosa*
3. Eagle Scout Ceremony at Meadowbrook
4. The Big Cheese
5. Along the King County Trail

6. Meadowbrook Panorama Mt Si & Interpretive Center
7. Log Portal
8. New Hay on Meadowbrook Farm
9. Bird Eating Moles



II. Property Overview

A. Mission and Brand Statement

Mission

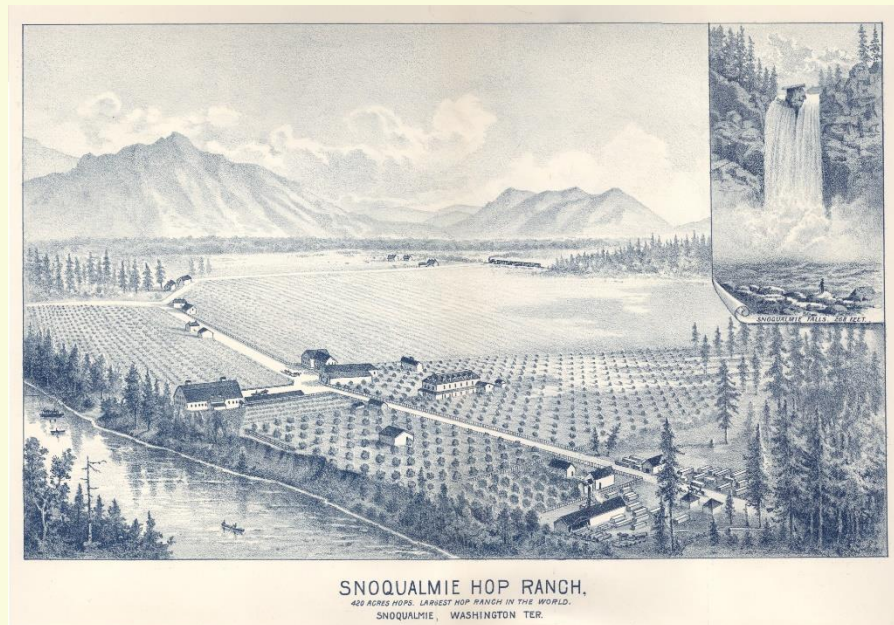
Our mission as stewards of Meadowbrook Farm is to guide the uses of these lands in a way that preserves and enhances their scenic, historic, and agricultural assets, while providing public education and recreational opportunities.

Brand Statement

Meadowbrook Farm is the scenic natural outdoor recreation and event venue for the Puget Sound Area.

B. History

The land that is now known as Meadowbrook Farm was first and foremost home to the Snoqualmie Tribe. The Snoqualmie People inhabited the prairie on the valley floor and developed the space for crops and hunting. The grasslands were carefully burned every few years in



order to keep it open and maintained. In the mid-1800s, explorers discovered that the land was perfect for farming and settled the area. Jeremiah Borst, an adventurer and trader, developed his homestead on much of the land which comprises the Farm today. Borst traveled to Seattle annually to trade produce and meats and incrementally grew his property.

In 1882, Borst sold his land to the Hop Growers Association and created “the world’s largest hop farm.” The combined 900 acres hosted endless rows of hops, nearly 1,000 seasonal workers, and a three-story summer hotel. Eventually, the



price of hops fell, and the land was converted to grow hay, potatoes, corn, and beans.

In 1904, the land then known as Meadowbrook Farm, was purchased by dairy farmer A.W. Pratt. Pratt constructed dairy barns, built a creamery, raised crops, and herded cows on the property. The hotel was converted into housing for the workers on the property. It wasn't until the 1960s that the Farm was sold to local investors comprising the Snoqualmie Valley Land Company. Sections were sold off for schools and businesses, but the core of the Farm remained intact. It continued to produce crops for the next thirty years.

In the late 1980s, the vision emerged to convert the land into public space. From 1989 to 1996, properties comprising Meadowbrook Farm were purchased using funds from the City of North Bend, the City of Snoqualmie, King County Conservation Futures, and the State Interagency Committee for Outdoor Recreation. Additionally, this purchase was made possible by generous donations from the landowners. The sale was completed in 1996 and the Meadowbrook Farm Preservation Association was formed to assume land stewardship, public education, facilities development, maintenance, management, and operations. The interpretive center was constructed in 2006 and continues to be an all-weather venue for historic and cultural interpretation as well as classes, meetings, and a focal point for other events.



C. Land Properties

The 460 acres that comprise Meadowbrook Farm offer miles of trails for walking, running, and bicycling, recreation fields for drone flying, picnics, and community events, woods hosting a variety of native plant species including a 500-year-old cedar tree, and meadows providing a dwelling and migratory path for wildlife. Elk, deer, coyote, and birds have made Meadowbrook Farm their home. Most notable are the elk that make frequent appearances on the property. The central meadow edge



provides a habitat and migration corridor for the wildlife. The Greenchop Fields, a small section of land on the northern edge of the property, may be used for hay production by contract.

D. Management and Administration

The Meadowbrook Farm Preservation Association (MFPA) is responsible for managing the day-to-day operations of Meadowbrook Farm in accordance with the site Master Plan. The specific responsibilities of the Cities of North Bend and Snoqualmie to Meadowbrook Farm are described in their Interlocal Agreement.

The MFPA is responsible for:

- Authorizing and scheduling temporary events
- Balance revenue-generating uses and mission-centric uses
- Develop a marketing plan
- Develop Meadowbrook Farm educational and interpretive materials
- Manage development and improvement projects consistent with Capital Improvements and Facilities Plan

E. Partnerships

The successful operation of Meadowbrook Farm is dependent on several key partnerships with local organizations. Above all, the continued relationship with the Cities of Snoqualmie and North Bend is essential for funding, capital improvement projects, and other items detailed in the Interlocal Agreement (due for renegotiation soon). Meadowbrook Farm partners with Si View Metropolitan Park District to handle the scheduling and operation of classes and recurring events. Additional partnerships include: the Snoqualmie Tribe, Snoqualmie Valley Historical Museum, and the Mountains to Sound Greenway Trust.

F. Facility Management and Maintenance

The MFPA is responsible for overseeing the ongoing operations and maintenance of Meadowbrook Farm, including maintenance of land, equipment, and facilities. Certain shared responsibilities are described in the Interlocal Agreement. In addition, the MFPA may enter into separate maintenance agreements with other parties as necessary. Major items needing maintenance or repair include lawn and fields, trails, bridges, vehicles, and the Interpretive Center. A detailed Landscape Maintenance Plan is located in Chapter 4 of the site Master Plan. A detailed description of management and maintenance costs can be found in the *Expenses* section of the *Financial Overview*.



G. Meadowbrook Farm Goals

Consistent with the mission statement, the main goal of Meadowbrook Farm is to provide public education and recreation opportunities through preserving and promoting the scenic environmental, cultural, and agricultural assets of the land for generations to come. Maintaining the prairie heritage of the site as well as the major visual and wildlife aspects of Meadowbrook Farm through careful consideration of visitor interaction are essential.



With respect to land use, it is important that the character of the open meadow be sustained. Visitors should be able to experience a living history of the Snoqualmie Valley; in conjunction with nearby mountains like Mt. Si and the old growth forest on site, the historic meadow remains central to the uniqueness of Meadowbrook Farm's preserved open space. All other property uses should be referenced against the goal of preserving the landscape's inherent character.



Meadowbrook Farm also functions as a unique event venue for the Snoqualmie Valley. Classes, weddings, and other public or private events are key sources of both revenue and citizen engagement. Events that exhibit synergy with the mission of Meadowbrook Farm should be identified and prioritized, and the impact on the land should be carefully considered.



Through public access to and enjoyment of the preserved historic landscape, Meadowbrook Farm aims to leverage the unique assets of the site to drive greater visitation and tourism to the greater Snoqualmie Valley.



III. Financial Overview

A. Expenses

According to Meadowbrook Farm Preservation Association’s Statement of Activities, Meadowbrook Farm’s operating costs include business expenses, professional services, facilities and equipment, programs and activities, operations, capital and grant, and travel and meetings. Meadowbrook Farm’s total operating expenses from 2013-2017 were \$284,963—of which facilities and equipment expenses were \$129,793 (45.5%), operations \$19,101 (6.7%), professional services \$3,188 (1.1%), programs and activities \$3,505 (1.2%), capital and grant \$128,993 (45.3%), and travel and meetings \$383 (0.1%).

Farm expenses 2013-2017		
Facilities and Equipment	45.5%	\$129,793
Operations	6.7%	\$19,101
Professional Services	1.1%	\$3,188
Programs and Activities	1.2%	\$3,505
Capital and Grant	45.3%	\$128,993
Travel and Meetings	0.1%	\$383
Total	100.0%	\$284,963
Source: Statement of Activities		

B. Revenue

The Farm generated income from annual inter-local payments from Snoqualmie and North Bend (\$10,000 each year, with an additional \$5,000 each in 2014), direct public support through contributions, facility and field rentals for events sponsored by the Farm, Snoqualmie and North Bend, and/or hosted or marketed by Si View Metropolitan Park District. Meadowbrook Farm generated \$281,516 of revenue between 2013-2017—of which rentals accounted for \$158,939 (56.5%), Snoqualmie and North Bend inter-local contributions were \$55,000 (19.5%) from each city, and public contributions were \$12,577 (4.5%).

Farm income 2013-2017		
Inter-local Snoqualmie	19.50%	\$55,000
Inter-local North Bend	19.50%	\$55,000
Direct contributions	4.50%	\$12,577
Rentals – cities & Si View	56.50%	\$158,939
Total	100%	\$281,516
Source: Statement of Activities		



C. Income Statement

	Jan - Dec 13	Jan - Dec 14	Jan - Dec 15	Jan - Dec 16	Jan - Dec 17
Income					
43400 · Direct Public Support					
43410 · Corporate Contributions	0	80	0	0	0
43450 · Individ, Business Contributions	10,370	150	350	1,280	347
Total 43400 · Direct Public Support	10,370	230	350	1,280	347
44500 · Government Grants					
44532 · Unrestricted - North Bend	10,000	10,000	10,000	10,000	10,000
44534 · Unrestricted - Snoqualmie	10,000	10,000	10,000	10,000	10,000
44540 · Farm Business Plan - North Bend	0	5,000	0	0	0
44545 · Farm Business Plan - Snoqualmie	0	5,000	0	0	0
Total 44500 · Government Grants	20,000	30,000	20,000	20,000	20,000
47500 · Related Purpose Income					
47522 · Rentals	20,867	26,969	36,847	37,317	36,938
Total 47500 · Related Purpose Income	20,867	26,969	36,847	37,317	36,938
49800 · Release Entries					
49810 · Net Assets Released from Restr	0	(2,000)	0	0	0
49820 · Release Into/Out of Unrestr N/A	0	2,000	0	0	0
Total 49800 · Release Entries	0	0	0	0	0
Total Income	51,237	57,199	57,197	58,597	57,285
Expense					
62100 · Professional Services					
62160 · Website	310	236	332	1,989	321
Total 62100 · Professional Services	310	236	332	1,989	321
62800 · Facilities and Equipment					
62820 · Management Fees	7,264	8,818	12,018	11,410	0
62840 · Equip Repair and Maintenance	1,347	1,760	682	1,328	1,591
62845 · Equipment Rentals	96	109	0	0	1,414
62847 · Equipment Storage	0	1,276	711	0	0
62850 · Janitorial Services	0	400	0	0	0
62860 · Building Alarm Monitoring	600	840	600	600	851
62880 · Facility Repair & Maintenance	2,038	8,364	2,545	1,240	1,246
62885 · Facility Improvements	0	0	0	0	564
62890 · Utilities	3,805	2,769	3,052	2,988	3,470
62900 · Equipment	3,519	138	376	162	0
62910 · Landscape Maintenance	449	545	0	3,555	3,180
62920 · Field Maintenance	7,699	5,924	2,850	2,477	2,688
62930 · Trail Maintenance	1,125	0	0	585	964
62940 · Driveway Maintenance	0	0	0	0	4,396
62945 · Consulting Services	3,368	0	0	0	0
Total 62800 · Facilities and Equipment	31,310	30,943	22,834	24,344	20,362
63000 · Programs and Activities					
63020 · Events	0	0	0	0	3,505
Total 63000 · Programs and Activities	0	0	0	0	3,505
65000 · Operations					
65001 · Accounting Fees	1,688	2,250	2,571	2,800	2,410
65002 · Advertising Expenses	0	239	295	0	59
65005 · Bank Service Charges	300	305	0	19	3
65015 · Business Registration Fees	10	10	10	10	10
65018 · Insurance - Liability, D and O	1,030	980	980	980	980
65019 · Labor & Industries Premiums	118	141	129	208	237
65020 · Postage, Mailing Service	54	62	56	60	69
65040 · Supplies	9	0	20	0	0
Total 65000 · Operations	3,209	3,987	4,061	4,077	3,768
68300 · Travel and Meetings					
68320 · Travel	30	353	0	0	0
Total 68300 · Travel and Meetings	30	353	0	0	0
69000 · Capital/Grant Expenses					
69170 · Business Plan	0	0	14,700	0	0
69120 · Grant Capital Purchase - Bldg	2,582	0	0	0	0
69130 · Equipment	0	14,803	0	23,000	0
69160 · Trail Project	0	65,513	1,500	10,805	3,090
70000 · Sale of Equipment	0	0	(7,000)	0	0
Total 69000 · Capital/Grant Expenses	2,582	80,315	9,200	33,805	3,090
Total Expense	37,441	115,835	36,427	64,215	31,046
Net Income	13,796	(58,636)	20,770	(5,618)	26,240



IV. Market Analysis and Comparable Properties

Background information was collected on comparable facilities in the surrounding areas of Meadowbrook Farm. The purpose of this section is to provide a basis of comparison with competitive facilities and rental rates for private event (wedding) venues and public parks in the near vicinity of Meadowbrook Farm. At this time, it is not suggested that Meadowbrook Farm pursue capital-intensive property enhancements to compete with the private event venues described below.

Meadowbrook Farm should look to expand its offerings to align with the offerings of the public education centers and parks featured below.

Private Event Venues

Bybee Farm Weddings

Bybee Farms is a 42-acre family owned u-pick berry farm located in North Bend, approximately 3.5 miles away from Meadowbrook Farm. Open to the public from mid-June to mid-September, Bybee Farms consists of six berry fields and one designated wedding site. The wedding site, accommodating up to 200 guests, is available for Saturday rentals in the summer months and includes: an outdoor altar garden, outdoor dance floor, outdoor lighting, and 2 tents that cover a 3,300 sq-ft area. Bybee Farms charges \$3,250 for each rental.

Trinity Tree Farm

Trinity Tree Farm is a 40-acre farm in Issaquah, approximately 19 miles from Meadowbrook Farm. Growing “cut your own” Douglas, Noble, Grand, and Fraser Fir trees, the Farm also features a log cabin gift boutique, pumpkin patch, and rustic 4,500 sq-ft barn available to rent for up to 150 guests. Weddings may also be conducted on the open lawn that includes a gazebo with sound and audio/visual systems for up to 300 guests. During peak season (May-October), weekend rentals range from \$4,850-\$5,200.



Public Education Centers and Parks

Brightwater Center

Brightwater Center, located in Woodinville, WA, approximately 34 miles NW of Meadowbrook Farm, features meeting areas for community groups and private events that can accommodate up to 260 people. The site includes rentable patios and lawn areas for outdoor use which includes use of the Center exhibit hall, kitchen, and audio/visual equipment. Surrounded by 70 acres of natural area with ponds, wetlands and walking trails, the Center also includes a conservation classroom and learning lab focused on clean water education. The rental rate for weddings is \$2,000 for an indoor, 8-hour rental and \$2,400 for an outdoor, 8-hour rental.

Friends of the Cedar River Watershed Education Center

The Cedar River Watershed Education Center, located in North Bend approximately 7 miles south of Meadowbrook Farm, opened in 2001 with funding from the City of Seattle and the non-profit Friends of the Cedar River Watershed. The Center has three spaces available for meetings and private events and hosts a number of programs and tours focused on both the natural and cultural history of the area. The larger meeting room can accommodate up to 120 people at a rate of \$125/hour.

Tollgate Farm Park

Tollgate Farm Park, located in North Bend approximately 1.4 miles from Meadowbrook Farm, is a 410-acre historical farm property and open space with walking trails, a playground and picnic areas. Owned by the City of North Bend and maintained and programmed by Si View Metropolitan Park District, the Park is currently undergoing property enhancements funded by Si View Metropolitan Park District that will connect the park to Snoqualmie Valley Trail. Picnic area rentals are \$75 for a five-hour block.

Kelsey Creek Park

Kelsey Creek Park, located in Bellevue approximately 24 miles from Meadowbrook Farm, is a neighborhood park featuring farm animals, barns, picnic areas, a children's play area, amphitheater, extensive hiking trails, and educational center. The picnic area can accommodate 50 people, including use of 3 grills, but does not have power or water. Rental rates for the picnic site ranges from \$115-\$175 for a full day.



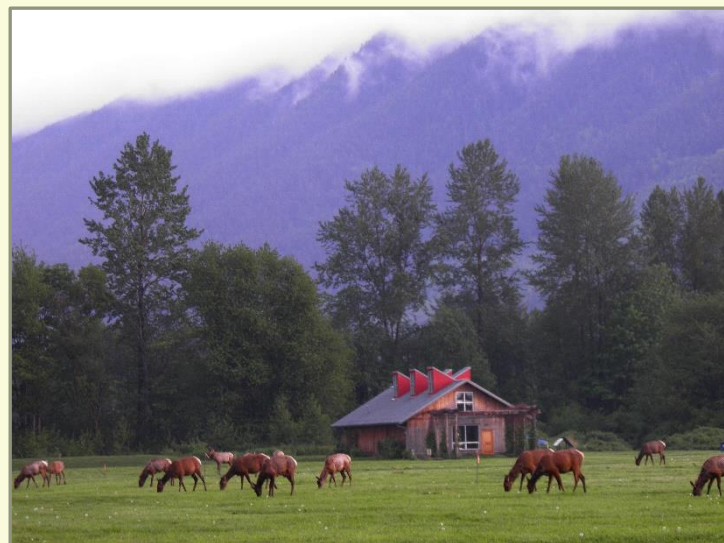
V. Operating Plan and Recommendations

The following subsections detail the recommended next steps for Meadowbrook Farm. Subsection A, the Staffing Plan, describes the necessary changes that must be made in order to ensure the longevity of the property. Although Meadowbrook Farm has historically been sustained through volunteer efforts, this model is not feasible indefinitely. Subsection B, Property Enhancements, describes possible projects for the Board's consideration. These projects are designed to drive visitor foot traffic to the property but are not urgent in nature.

A. Staffing Plan

Meadowbrook Farm's history of successful operation is due in a large part to the efforts of a diverse group of volunteers and community leaders, many of whom make up the Meadowbrook Farm Preservation Association Board. In particular, a few key volunteers have dedicated a significant amount of time overseeing the management and operations of the Farm. While the success of Meadowbrook Farm is and will continue to be indebted to the contributions of these selfless volunteers, it is crucial that Meadowbrook Farm Preservation Association transition to a sustainable staffing model that includes paid workers who are responsible for ensuring consistent land management practices in the years to come.

Due to its reliance on volunteer support, the true cost of managing Meadowbrook Farm has not been realized up until





this point. From 2009 to 2014, Meadowbrook Farm Board members, their spouses, and other city and Si View Metro Park staff contributed approximately 21,000 volunteer hours – over 3,600 hours per year – towards the management of Meadowbrook Farm. Spread over 50 weeks in a year, this translates into approximately 70 hours of work per week required by the proposed paid staff members. The actual weekly hours required of paid staff will largely depend on the specific job descriptions to be further developed by the Meadowbrook Farm Preservation Association Board. This substantial investment of time is critical for the continued successful operation of Meadowbrook Farm, the preservation of its historical landscape, and its contribution to driving visitation to the greater Snoqualmie and North Bend communities.

Below are descriptions for staff roles covering approximately 70 hours of work per week. Note that seasonal maintenance considerations, event management, and special projects may lead to an imbalance of required work throughout the year.

Property Manager

Full-time
Salary and benefits - \$75,000 per year
(estimated)

Responsibilities include:

- Event scheduling, planning, and coordination
- Continue working with Si View Metro Park to schedule events
- Marketing (see *Marketing Strategy*)
- Financial administration
- Contractor coordination and oversight
- Coordination with Meadowbrook Farm Preservation Association Board
- Volunteer management
- Grant application writing
- Other responsibilities as required

Maintenance Manager

Part-time/Seasonal
Salary - \$25,000 per year
(estimated)

Responsibilities include:

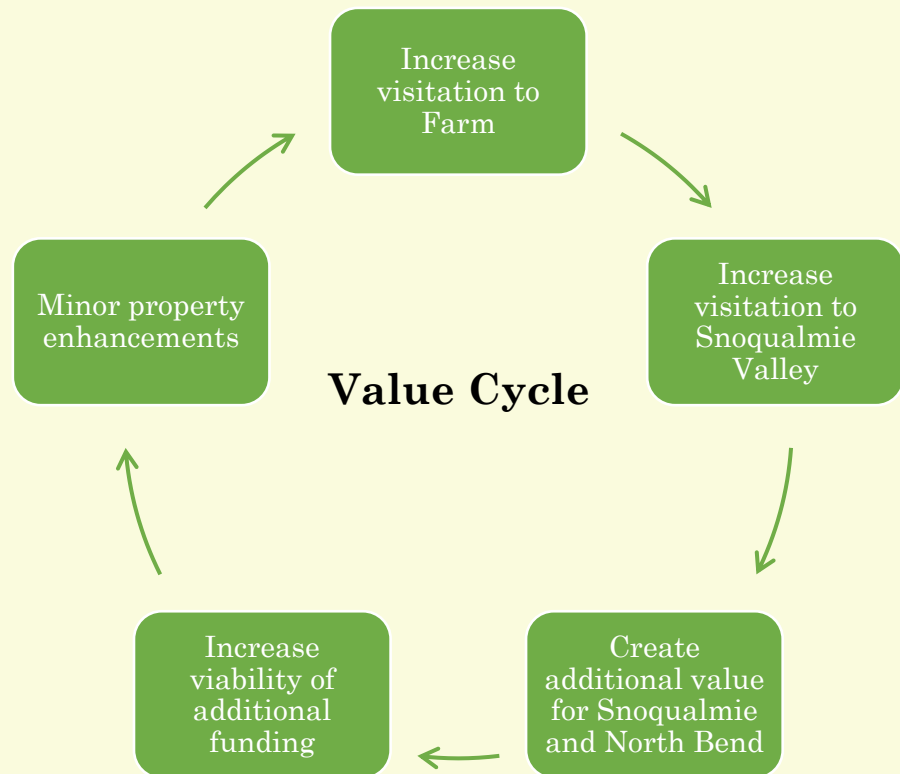
- Maintenance and repair of machinery
- Building repair and custodial upkeep of Interpretive Center
- Field mowing
- Landscape maintenance
- Trail development and maintenance
- Other responsibilities as required



B. Recommended Property Enhancements

The purpose of this section of the plan is to identify ways to increase visitor traffic and build Meadowbrook Farm’s brand awareness in a manner that aligns with its mission of providing public education and recreation opportunities through preserving and promoting the scenic environmental, cultural, and agricultural assets of the land for generations to come. It is of the utmost importance that any property enhancements capture the essence of the open space and remain interpretive in nature. Noting the increased expenditures associated with the revamped Staffing Plan and the low level of the Farm’s current recognition in the neighboring communities, it is recommended that the Farm pursue property enhancement avenues requiring minimal capital expenditures at this time.

Low cost yet strategic enhancements to the property can have powerful effects as drivers of the Value Cycle, pictured right. Simple improvements are expected to increase visitation to the Farm, which would in turn increase overall visitation to the Snoqualmie Valley. This uptick in foot traffic would undoubtedly create additional value for the Cities. Upon demonstrating its



value to the Cities, Meadowbrook Farm would then be a stronger contender for additional funding and grants provided by the Cities. Only in this stage would it be possible for the Farm to request funding for high capital expenditure projects and be able to project the potential revenues with greater confidence. These funds would come full circle and be dedicated to the further development and growth of Meadowbrook Farm. In order to jump start this cycle, improvements must be made.

The suggested property improvements are detailed below:



Trail Improvements / Additional Trail Markers



Meadowbrook Farm offers citizens of the Puget Sound Area a complete immersion into nature. Visitors can navigate any of the trails through open meadows, shady woodlands, and rich wetlands. The trails provide hikers with an intimate view of elk, coyotes, and other wildlife in their natural habitats, and a compelling link to the heritage of the site. However, current trail reports describe “muddy” and “uncertain” conditions. The MFPA should expand upon previous efforts to improve

the trail systems and offer consistent markers along each trail. User-friendly and year-round accessible trails, coupled with increased marketing efforts, will undoubtedly lead to growth in the Farm’s foot traffic as well as increased tourism spend in the Snoqualmie and North Bend regions.

Additional Heritage Marker Installations

A core tenant of Meadowbrook Farm’s Mission is to provide public education opportunities. Going forward, the Farm should focus its efforts on increasing the number of heritage markers dispersed around the property. Visitors traversing the trails and gathering in the open spaces would be able to take themselves on a self-guided tour back in time and learn about the history of the Snoqualmie Tribe, dairy farming, hop production, elk migration and more. This would encourage increased foot traffic in the form of school field trips and curious locals who wish to learn more about the history of their hometowns.



Picnic Table Area

An important property enhancement would be the installation of a picnic table area. A fixed picnic area would create a welcoming home base for visitors taking advantage of the striking meadows and open space. Providing this space for groups to congregate would encourage longer and more frequent visits. The space could be used to facilitate birthday parties, family gatherings, team bonding events, field trips, and more. The picnic area could act as a small revenue-generating feature but, more importantly, would build the Farm’s brand equity and awareness.



VI. Marketing Strategy

For Meadowbrook Farm to fully carry out its mission of providing educational and recreational opportunities to the public, it is critical that a full-time Property Manager oversee a targeted marketing campaign to increase visitation to and awareness of the property and its offerings. Therefore, it is recommended that Meadowbrook Farm Preservation Association and the Property Manager undertake the marketing strategies outlined below to increase the Farm’s brand equity within both the local community and amongst tourists visiting the Snoqualmie and North Bend areas.

Upon completion of the recommended property enhancements, Meadowbrook Farm should be positioned to families, school groups, and outdoor enthusiasts touring the area as a destination with unique offerings such as a rich history, elk sightings, picnic areas, clearly marked trails, and open space. Although the Meadowbrook Farm Preservation Association and Property Manager should consider increasing marketing around potential revenue driving enhancements, building brand equity and awareness of the Farm as a vibrant park should be prioritized in the short-term. Ultimately, the goal of Meadowbrook Farm’s marketing strategy should be to uphold its stated mission of using the Farm as a way to preserve and enhance its “scenic historical and agricultural assets, while preserving public education and recreational opportunities.”





In order to achieve this goal, it is recommended that the Property Manager of Meadowbrook Farm manage the brand of Meadowbrook Farm and increase visitation to the area through the following:



Website redesign

- Clearly define the Farm as an entity with offerings similar to public parks
- Explicitly highlight recreational offerings as page titles on homepage (hiking, classes, picnic areas, wildlife viewing)
- Include strategic search terms on homepage to appear more prominently in search engine results (Search Engine Optimization)

Social media platforms

- Create and maintain Facebook page and Instagram account
- Link social media pages to Meadowbrook Farm website



VII. Pro Forma Financials

A. Expenses

Meadowbrook Farm's current revenue and grants from Snoqualmie and North Bend allow for about \$57,000 of spending per year. With the adoption of the new staffing plan (estimated cost of \$100,000 per year), this gross income will not be enough to cover the expenses of Meadowbrook Farm. Additionally, the property is not currently receiving all field maintenance that is required due to lack of manpower and funding (estimated increase of about \$10,000 per year). With these additional expenses included in the pro forma financials, Meadowbrook Farm is in need of income of \$151,545 in 2018. This funding need will increase at the rate of inflation (assumed 2%) on a yearly basis.

Year	2018	2019	2020	2021	2022	2023	2024	2025
Expense								
Staff - Salaries and Benefits								
Property Manager	75,000	76,500	78,030	79,591	81,182	82,806	84,462	86,151
Maintenance	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717
Business services	7	7	7	7	8	8	8	8
Professional services	638	650	663	677	690	704	718	732
Facilities and equipment								
Management fees	7,902	8,060	8,221	8,386	8,553	8,724	8,899	9,077
Equipment repair/maintenance	1,342	1,368	1,396	1,424	1,452	1,481	1,511	1,541
Equipment rentals and storage	721	735	750	765	780	796	812	828
Janitorial services	80	82	83	85	87	88	90	92
Building alarm	698	712	726	741	756	771	786	802
Facility repair and maintenance	3,086	3,148	3,211	3,275	3,341	3,408	3,476	3,545
Utilities	3,217	3,281	3,347	3,414	3,482	3,552	3,623	3,695
Equipment	839	856	873	890	908	926	945	964
Landscape maintenance	1,546	1,577	1,608	1,640	1,673	1,707	1,741	1,776
Meadow mowing	3,384	3,452	3,521	3,591	3,663	3,736	3,811	3,887
Short grass mowing	2,820	2,876	2,934	2,993	3,052	3,114	3,176	3,239
Drainage ditch boom mowing	1,064	1,085	1,107	1,129	1,151	1,174	1,198	1,222
Drainage ditch backhoeing	875	893	911	929	947	966	986	1,005
Trail maintenance	535	545	556	567	579	590	602	614
Herbicide	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149
Driveway maintenance	879	897	915	933	952	971	990	1,010
Programs and activities	701	715	729	744	759	774	789	805
Operations	3,820	3,897	3,975	4,054	4,135	4,218	4,302	4,388
Other expenses	286	292	298	304	310	316	323	329
Travel and meetings	77	78	80	81	83	85	86	88
Cyclical repair and replacement (R&R)								
Trails - overlay 10 years	2,300.0	2,346	2,393	2,441	2,490	2,539	2,590	2,642
Interpretive Center - varies	6,228.0	6,353	6,480	6,609	6,741	6,876	7,014	7,154
Farm equipment	7,500.0	7,650	7,803	7,959	8,118	8,281	8,446	8,615
Total Expense	151,545	154,575	157,667	160,820	164,037	167,317	170,664	174,077



B. Revenues

As stated previously, the main goal of this plan is to increase visitation to Meadowbrook Farm and the surrounding region. Increasing revenue generated by Meadowbrook Farm is not seen as a goal within this plan. As a result, the increased funding should come from the cities of Snoqualmie and North Bend. Without increased funding from the cities, Meadowbrook Farm will not be able to implement any sort of staffing plan, which is necessary to achieve the full potential of the property. In 2017, the City of North Bend offered to increase their grant amount to \$20,000, but with the needs of the property this will not be enough to cover its continued expenses. To breakeven on a yearly basis, each city needs to provide \$60,000 per year in grants, which is a sizable increase from the current level of \$10,000. Additionally, this grant should be tied to an inflation index (such as the Consumer Price Index) to account for rising costs over time.

Year	2018	2019	2020	2021	2022	2023	2024	2025
Revenue								
Revenue from Rentals	31,788	32,424	33,072	33,734	34,408	35,096	35,798	36,514
North Bend Contribution	60,000	61,200	62,424	63,672	64,946	66,245	67,570	68,921
Snoqualmie Contribution	60,000	61,200	62,424	63,672	64,946	66,245	67,570	68,921
Total Revenue	151,788	154,824	157,920	161,079	164,300	167,586	170,938	174,357

C. Property Enhancements

With the large increase in yearly funding required by the cities and the low current revenue-generating potential of the property, the pro forma financials do not include any property enhancements. The MFPA should leverage the local community, through donations or volunteers, to assist in the creation of the enhancements detailed in this plan. In doing so, Meadowbrook Farm can help create awareness and ownership by the surrounding community while at the same time keeping costs as low as possible.





VIII. Conclusion and Acknowledgments

Meadowbrook Farm offers the Cities of North Bend and Snoqualmie a culturally-rich escape into nature. This business plan presents recommendations for a staffing model, property enhancements, and marketing efforts that would, if implemented, build brand awareness, drive greater foot traffic, and ensure the sustainability of the Farm for decades to come.

This business plan is the result of the partnership between the Meadowbrook Farm Preservation Association and the Foster School of Business at the University of Washington. A team of MBA students, coached by generous volunteer consultants from Boston Consulting Group, donated their time through Net Impact Service Corps to put the MFPA’s vision onto paper.



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This plan was made possible by the efforts of the following key stakeholders:

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Dave Olson	Kelly Heintz
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IX. Appendix

Table 1: Financial Model: Years 2018-2028

Annual inflation rate	2.00%
Annual growth rate	0.00%
Annual growth + inflation rate	2.00%

2018 numbers based on average from 2013-2017, unless otherwise noted

Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Revenue											
Revenue from Rentals	31,788	32,424	33,072	33,734	34,408	35,096	35,798	36,514	37,245	37,989	38,749
North Bend Contribution	60,000	61,200	62,424	63,672	64,946	66,245	67,570	68,921	70,300	71,706	73,140
Snoqualmie Contribution	60,000	61,200	62,424	63,672	64,946	66,245	67,570	68,921	70,300	71,706	73,140
Total Revenue	151,788	154,824	157,920	161,079	164,300	167,586	170,938	174,357	177,844	181,401	185,029
Expense											
Staff - Salaries and Benefits											
Property Manager	75,000	76,500	78,030	79,591	81,182	82,806	84,462	86,151	87,874	89,632	91,425
Maintenance	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877	30,475
Business services	7	7	7	7	8	8	8	8	8	8	9
Professional services	638	650	663	677	690	704	718	732	747	762	777
Facilities and equipment											
Management fees	7,902	8,060	8,221	8,386	8,553	8,724	8,899	9,077	9,259	9,444	9,633
Equipment repair/maintenance	1,342	1,368	1,396	1,424	1,452	1,481	1,511	1,541	1,572	1,603	1,635
Equipment rentals and storage	721	735	750	765	780	796	812	828	845	862	879
Janitorial services	80	82	83	85	87	88	90	92	94	96	98
Building alarm	698	712	726	741	756	771	786	802	818	834	851
Facility repair and maintenance	3,086	3,148	3,211	3,275	3,341	3,408	3,476	3,545	3,616	3,688	3,762
Utilities	3,217	3,281	3,347	3,414	3,482	3,552	3,623	3,695	3,769	3,845	3,921
Equipment	839	856	873	890	908	926	945	964	983	1,003	1,023
Landscape maintenance	1,546	1,577	1,608	1,640	1,673	1,707	1,741	1,776	1,811	1,847	1,884
*Meadow mowing	3,384	3,452	3,521	3,591	3,663	3,736	3,811	3,887	3,965	4,044	4,125
*Short grass mowing	2,820	2,876	2,934	2,993	3,052	3,114	3,176	3,239	3,304	3,370	3,438
*Drainage ditch boom mowing	1,064	1,085	1,107	1,129	1,151	1,174	1,198	1,222	1,246	1,271	1,297
*Drainage ditch backhoeing	875	893	911	929	947	966	986	1,005	1,025	1,046	1,067
Trail maintenance	535	545	556	567	579	590	602	614	627	639	652
*Herbicide	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195	1,219
Driveway maintenance	879	897	915	933	952	971	990	1,010	1,030	1,051	1,072
Programs and activities	701	715	729	744	759	774	789	805	821	838	854
Operations	3,820	3,897	3,975	4,054	4,135	4,218	4,302	4,388	4,476	4,565	4,657
Other expenses	286	292	298	304	310	316	323	329	336	342	349
Travel and meetings	77	78	80	81	83	85	86	88	90	92	93
Cyclical repair and replacement (R&R)											
Trails - overlay 10 years	2,300.0	2,346	2,393	2,441	2,490	2,539	2,590	2,642	2,695	2,749	2,804
*Interpretive Center - varies	6,228.0	6,353	6,480	6,609	6,741	6,876	7,014	7,154	7,297	7,443	7,592
Farm equipment	7,500.0	7,650	7,803	7,959	8,118	8,281	8,446	8,615	8,787	8,963	9,142
Total Expense	151,545	154,575	157,667	160,820	164,037	167,317	170,664	174,077	177,559	181,110	184,732
Net Income	243	248	253	258	263	269	274	280	285	291	297

All 2018 figures were calculated using five-year trailing averages except when indicated by an asterisk (*). Full details for these calculations are provided on “Table 3: Cost Estimates”.



Table 2: Financial Model: Years 2029-2038

Annual inflation rate
Annual growth rate
 Annual growth + inflation rate

2018 numbers based on average from 2013-2017, unless otherwise noted

Year	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
Revenue										
Revenue from Rentals	39,524	40,315	41,121	41,943	42,782	43,638	44,511	45,401	46,309	47,235
North Bend Contribution	74,602	76,095	77,616	79,169	80,752	82,367	84,014	85,695	87,409	89,157
Snoqualmie Contribution	74,602	76,095	77,616	79,169	80,752	82,367	84,014	85,695	87,409	89,157
Total Revenue	188,729	192,504	196,354	200,281	204,286	208,372	212,540	216,790	221,126	225,549
Expense										
Staff - Salaries and Benefits										
Property Manager	93,253	95,118	97,020	98,961	100,940	102,959	105,018	107,118	109,261	111,446
Maintenance	31,084	31,706	32,340	32,987	33,647	34,320	35,006	35,706	36,420	37,149
Business services	9	9	9	9	9	10	10	10	10	10
Professional services	793	809	825	841	858	875	893	911	929	947
Facilities and equipment										
Management fees	9,825	10,022	10,222	10,427	10,635	10,848	11,065	11,286	11,512	11,742
Equipment repair/maintenance	1,668	1,702	1,736	1,770	1,806	1,842	1,879	1,916	1,955	1,994
Equipment rentals and storage	897	914	933	951	970	990	1,010	1,030	1,050	1,071
Janitorial services	99	101	103	106	108	110	112	114	117	119
Building alarm	868	886	903	921	940	959	978	997	1,017	1,038
Facility repair and maintenance	3,838	3,914	3,993	4,072	4,154	4,237	4,322	4,408	4,496	4,586
Utilities	4,000	4,080	4,162	4,245	4,330	4,416	4,505	4,595	4,687	4,780
Equipment	1,043	1,064	1,085	1,107	1,129	1,152	1,175	1,198	1,222	1,247
Landscape maintenance	1,922	1,960	2,000	2,040	2,080	2,122	2,164	2,208	2,252	2,297
*Meadow mowing	4,208	4,292	4,378	4,465	4,554	4,646	4,738	4,833	4,930	5,028
*Short grass mowing	3,506	3,576	3,648	3,721	3,795	3,871	3,949	4,028	4,108	4,190
*Drainage ditch boom mowing	1,322	1,349	1,376	1,403	1,432	1,460	1,489	1,519	1,550	1,581
*Drainage ditch backhoeing	1,088	1,110	1,132	1,155	1,178	1,201	1,225	1,250	1,275	1,300
Trail maintenance	665	678	692	706	720	734	749	764	779	795
*Herbicide	1,243	1,268	1,294	1,319	1,346	1,373	1,400	1,428	1,457	1,486
Driveway maintenance	1,093	1,115	1,137	1,160	1,183	1,207	1,231	1,256	1,281	1,306
Programs and activities	872	889	907	925	943	962	982	1,001	1,021	1,042
Operations	4,750	4,845	4,942	5,041	5,141	5,244	5,349	5,456	5,565	5,677
Other expenses	356	363	370	378	385	393	401	409	417	426
Travel and meetings	95	97	99	101	103	105	107	110	112	114
Cyclical repair and replacement (R&R)										
Trails - overlay 10 years	2,860	2,917	2,975	3,035	3,095	3,157	3,221	3,285	3,351	3,418
*Interpretive Center - varies	7,744	7,899	8,057	8,218	8,382	8,550	8,721	8,895	9,073	9,254
Farm equipment	9,325	9,512	9,702	9,896	10,094	10,296	10,502	10,712	10,926	11,145
Total Expense	188,427	192,195	196,039	199,960	203,959	208,038	212,199	216,443	220,772	225,187
Net Income	303	309	315	321	328	334	341	348	355	362



Table 3: Cost Estimates

Meadow mowing/forest encroachment - 3 times/year May-September		unit	quantity	acres/hr	hourly cost	times/yr	qnty cost
1	Central Meadow	acres	60	3	\$24.00	3	\$1,440
2	Swing Rock Meadow	acres	8	3	\$24.00	3	\$192
3	Scout Meadow	acres	15	3	\$24.00	3	\$360
4	Camas Meadow	acres	8	3	\$24.00	3	\$192
5	Greenschop Field	acres	30	3	\$24.00	3	\$720
6	Dike Road Fields	acres	20	3	\$24.00	3	\$480
Subtotal per year			141				\$3,384
Short grass mowing - 10 times per year May-September				acres/hr	hourly cost	times/yr	qnty cost
7	Recreational Field	acres	15	4	\$24.00	10	\$900
8	Potato Field	acres	20	4	\$24.00	10	\$1,200
9	Interpretive Center Field	acres	12	4	\$24.00	10	\$720
Subtotal per year			47				\$ 2,820
Drainage - boom mowing - annual May-July		lf/hr		lf/hr	hourly cost	times/yr	qnty cost
10	Gardiner Creek drainage ditch into Forest Preserve south of Swing Rocklr	lf feet	1,200	440	\$90.00	1	\$245
11	Gardiner Creek drainage ditch into Dike Road Fields	lf feet	900	440	\$90.00	1	\$184
12	Drainage ditch from Central Meadow to Snoqualmie Valley Trail	lf feet	2,000	440	\$90.00	1	\$409
13	Drainage ditch from Greenchop Fields to Boalch Road	lf feet	600	440	\$90.00	1	\$123
14	Drainage ditch between Maskrod Slough	lf feet	500	440	\$90.00	1	\$102
Subtotal per year			5,200				\$ 1,064
Drainage - backhoe clearing every 3 years		lf/hr		lf/hr	hourly cost	times/yr	qnty cost
15	Gardiner Creek drainage ditch into Forest Preserve south of Swing Rocklr	lf feet	1,200	200	\$102.00	0.33	\$202
16	Gardiner Creek drainage ditch into Dike Road Fields	lf feet	900	200	\$102.00	0.33	\$151
17	Drainage ditch from Central Meadow to Snoqualmie Valley Trail	lf feet	2,000	200	\$102.00	0.33	\$337
18	Drainage ditch from Greenchop Fields to Boalch Road	lf feet	600	200	\$102.00	0.33	\$101
19	Drainage ditch between Maskrod Slough	lf feet	500	200	\$102.00	0.33	\$84
Subtotal per year			5,200				\$ 875
Trails - herbicide spray annual			unit		hourly cost	times/yr	qnty cost
20	Trail - parallel to Boalch Avenue - asphalt	lf feet	6,500	1	\$0.10	1	\$650
21	Trail - Interpretive Center to SR-202 - crushed rock/bark	lf feet	2,000	1	\$0.10	1	\$200
22	Trail - Boalch Avenue to Scout Meadow - crushed rock/bark	lf feet	1,500	1	\$0.10	1	\$150
Subtotal per year			10,000				\$ 1,000
Interpretive Center - every 5 years			unit		hourly cost	times/yr	qnty cost
23	Overlay access road and parking lot - herbicide/power wash	sq feet	142,000	1	\$0.12	0.2	\$3,408
24	Mechanical/electrical systems repairs	sq feet	2,600	1	\$3.50	0.2	\$1,820
25	Septic tank system cleaning	each	1	1	\$5,000.00	0.2	\$1,000
Subtotal per year							\$ 6,228