

Willowsford Conservancy Draft 2026 Operating Budget -- Shared 10.14.25; Minor Revisions 10.28.25, 11.4.25

Forecast includes actuals up to September

Farm				Land			Operations			Total			% Change 2026 Budget vs. 2025 Budget	Notes
Budget 25	Forecast 25	Budget 26		Budget 25	Forecast 25	Budget 26	Budget 25	Forecast 25	Budget 26	Budget 25	Forecast 25	Budget 26		
Number of Resident Homes														
Assessment per Home														
Revenue														
Total 4010 Grants/Contributions/Easement Revenue				22,150	37,500	11,000	-	-	5,000	22,150	37,500	16,000	-27.77%	Use of previously recognized ADF funding & NOVEC funding for 2026 expenditures
4020 Conservancy Assessments & Fees						629,037	1,426,536	1,426,127	600,898	1,426,536	1,426,127	1,508,428	5.74%	Proposed 5.66% increase (2328 units x \$8.68 increase per quarter)
4021 Annual Assessments		278,493					312,000	321,389	106,000	312,000	321,389	318,000	1.92%	Transfer Fees split across all three divisions. \$1.59M average sales price at 80 sales.
4023 Transfer Fee Income - Resales		106,000				106,000								
Total 4020 Conservancy Assessments & Fees	-	-	384,493	-	-	735,037	1,738,536	1,747,516	706,898	1,738,536	1,747,516	1,826,428	5.06%	
Total 4031 Farm Grown Product Revenue	185,000	150,669	215,550	-	-	-	-	-	-	185,000	150,669	215,550	16.51%	Increases to egg sales (with new flock in production) which increases all sales & increase in wholesale revenue from partnership with DSFP
Total 4032 Purchased Goods Sales	85,625	70,596	78,670	-	-	-	-	-	-	85,625	70,596	78,670	-8.12%	Decrease in reliance on partner produce since more vegetables produced in house with improved soil health
Total 4034 Other Farm Revenue	(11,000)	(7,573)	17,370	-	-	-	-	-	-	(11,000)	(7,573)	17,370		Credit card fees, delivery fees, contracted services for bush hogging
Total 4030 Farm Revenue	259,625	213,692	311,590	-	-	-	-	-	-	259,625	213,692	311,590	20.02%	Farm will have a steady supply of eggs in 2026 which increases sales of other products. Expanded marketing campaign using online ads planned for 2026. Increase in wholesale sales to DSFP (\$25k).
Total 4500 Program & Events Revenue	2,000	1,186	2,400	9,730	7,546	7,200	4,000	2,002	4,935	15,730	10,734	14,535	-7.60%	Increase in revenue from classes and schools closed programs against forecast
Total 4600 Land Revenue	-	-	-	24,000	12,656	19,000	-	-	-	24,000	12,656	19,000	-20.83%	Firewood and natives plant sales down in 2025, so right sizing expected revenue. Amenity rentals on target for 2025, so remain relatively flat in 2026.
Total 4700 Lease Revenue	1,800	1,900	1,900	-	-	-	18,000	18,125	18,000	19,800	20,025	19,900	0.51%	Rent from tenant houses and two farm properties
Total 4800 Misc. Income	3,375	269	3,500	-	12	-	2,000	1,048	1,400	5,375	1,329	4,900	-8.84%	Merchandise sales, fundraisers, etc
Total Revenue	266,800	217,047	703,883	55,880	57,714	772,237	1,762,536	1,768,691	736,233	2,085,216	2,043,451	2,212,353	6.10%	
Cost of Goods Sold														
Total 5100 COGS- Farm	70,200	62,545	65,345	-	-	-	-	-	-	70,200	62,545	65,345	-6.92%	Decrease expected in partner produce needed
Total 5200 Farm Production & General Exp.	31,400	21,074	32,402	-	-	-	-	-	-	31,400	21,074	32,402	3.19%	Inflationary increase
Total 5310 COGS - Layer Costs	32,200	30,311	33,166	-	-	-	-	-	-	32,200	30,311	33,166	3.00%	Small increase in costs for laying flock, feed and supplies
Total 5400 COGS - Land Stewardship	-	-	-	2,300	1,370	-	-	-	-	2,300	1,370	-	-100.00%	Firewood racks already in stock
Total 5420 COG Native Plants	-	-	-	2,875	2,046	3,400	-	-	-	2,875	2,046	3,400	18.26%	Supplies for Native Plant Nursery
Total 5900 Seasonal Wages	15,890	4,634	16,367	-	2,405	-	-	-	-	15,890	7,039	16,367	3.00%	Assumes seasonal support for Farm Stand sales and production
Total 5000 Cost of Goods Sold	149,690	118,563	147,280	5,175	5,820	3,400	3,200	991	1,300	158,065	125,373	151,980	-3.85%	
Gross Profit	117,110	98,485	556,603	50,705	51,894	768,837	1,759,336	1,767,700	734,933	1,927,151	1,918,078	2,060,373	6.91%	
Expenditures														
Total 6100 Maintenance	62,100	51,996	52,747	122,900	120,482	128,140	24,301	30,359	26,041	209,301	202,837	206,928	-1.13%	Buildings maintenance, vehicle & equipment maintenance, trail mowing, trail maintenance
Total 6200 Land Stewardship	-	-	-	93,950	84,405	127,376	-	-	-	93,950	84,405	127,376	35.58%	Tree work orders, wildlife mgmt, pond mgmt, new projects: \$25k for Tree of Heaven treatment & removal, \$5k for native grass meadow seeding, \$10k for forestry mulching project in Grove
Total 6300 Programs, Classes, Events	900	-	500	9,002	8,769	9,002	10,420	4,750	9,250	20,322	13,519	18,752	-7.73%	Instructors, program vendors, catering, supplies (offset by some revenue)
Total 7000 Payroll and Benefits	443,150	447,147	466,966	453,312	406,081	479,949	461,573	447,987	461,295	1,358,035	1,301,216	1,408,210	3.69%	2% COLA, small merit pool, and expeced 8% increase in health benefits; difference against forecast is due to Land Stewardship Mgr position yet to be filled
Total 7100 Employee Housing	-	-	-	-	-	-	12,100	22,473	9,500	12,100	22,473	9,500	-21.49%	Less maintenance expected in 2026 (offset by rental income)
Total 7200 General & Administrative	16,800	13,693	18,097	12,290	14,002	14,230	29,850	32,190	31,600	58,940	59,885	63,927	8.46%	Uniforms, PPE, wireless, supplies - small increase
Total 7300 Professional Fees	-	-	240	-	4,861	4,040	43,000	50,111	48,622	43,000	54,971	52,902	23.03%	Legal fees, reduced accounting fees, audit and tax filing, and other contracted services
Total 7400 Recruiting and Employee Expenses	750	56	773	4,350	1,398	2,900	8,200	6,724	7,750	13,300	8,179	11,423	-14.11%	Hiring costs, small amount for local travel and meals, and employee recognition
Total 7500 Other Expenses	1,000	203	1,280	2,750	563	3,200	2,350	206	1,000	6,100	972	5,480	-10.16%	Permits, licenses, subscriptions, professional development
Total 7600 Marketing & Advertising	-	3,096	16,000	-	25	-	18,095	5,893	4,875	18,095	9,013	20,875	15.36%	Farm's budget increased due to tested success of targeted Google ads.
Total 8000 Taxes	-	-	-	-	-	-	55,850	57,060	57,000	55,850	57,060	57,000	2.06%	Real estate taxes (\$49k) and personal property taxes
Total 8100 Insurance	-	-	-	-	-	-	37,000	35,731	40,000	37,000	35,731	40,000	8.11%	Various policies for liability, etc
Total Expenditures	524,700	516,191	556,603	698,554	640,586	768,837	702,739	693,485	696,933	1,925,993	1,850,262	2,022,373	5.00%	
Net Operating Revenue	(407,590)	(417,706)	0	(647,849)	(588,692)	(0)	1,056,597	1,074,214	38,000	1,158	67,816	38,000		
Other Revenue														
8500 Investment & Interest Income														
8510 Gain/Loss on Sale/Disposal of Asset										-	-	-		
8520 Money Market Revenue								12,829	82,000	-	12,829	82,000		Interest from Money Market and Reserve Accounts + Liquid Cash
8530 Dividend Income								22,541	-	-	22,541	-		
8540 Endowment Unrealized								(124,714)	-	-	(124,714)	-		
8541 Endowment Recognized								252,554	-			-		
8542 Est Surplus from 2025 Budget Carried over to Repair and Replacement Reserve						56,731						56,731		Est 2025 surplus is \$75,731. Primarily due to Land Stewardship Manager position being vacant. An additional \$19k was subtracted (not spent) for carryover from ADF and NOVEC projects for future maintenance expenses per grant terms.
Total 8500 Investment & Interest Income										-	-	-		
Total Other Revenue							-	163,209	138,731	-	(89,345)	138,731		
Other Expenditures										-	-	-		

8300 Reserve Fund Contributions													
8310 Repair & Replacement Reserve Contribution								50,000			50,000		\$50k contribution to Reserves + Investment Income
8311 Repair & Replacement Reserve Interest								19,800			19,800		Investment Income
8312 Est Surplus from 2025 Budget Carried over to Repair and Replacement Reserve								56,731			56,731		
8320 Capital Improvement Reserve Contribution								-			-		
8321 Capital Improvement Reserve Interest								18,400			18,400		Investment Income
8330 Endowment Contribution								-			-		
8331 Endowment Interest								31,800			31,800		Investment Income
Total 8300 Reserve Fund Contribution	-	-	-	-	-	-	-	176,731	-	176,731			*CapEx in 2026 will only include continuation of projects previously approved. ** Repair and Replacement in 2026 will include Allen Farm Pond (\$50-\$100k) 2026, (\$180-\$230k) 2027 & 2028. Replace 2 Trail Bridges every year \$20k/year. Lotus Pond Renovation (\$18k). Greens Storage Shed Rood (\$10k ). Other (repair/replace old equipment, \$30k).
Total Other Expenditures	-	-	-	-	-	-	-	176,731	-	-	176,731		
Net Other Revenue	-	-	-	-	-	-	-	163,209	(38,000)	(89,345)	(38,000)		
Net Revenue	(407,590)	(417,706)	0	(647,849)	(588,692)	(0)	1,056,597	1,237,424	(0)	1,158	(21,529)	(0)	