

Economics & evidence.

Count what it really takes.

Pilot assumptions, full-cost questions, and the evidence that earns the next step.



A truckload of work / Benjamin's archive, 2019

Benjamin Parke Foskey

Land. Legacy. Lasting impact.

WORKING EDITION 01

01 OCTOBER 2026

An honest starting point.

FOUNDER DIRECTION

A whole-family wellbeing mission rooted in Children's Friend, a lean beginning, the 100 Acre Greens campus concept, and eventual replication. "Ten times further" describes ambition, not a financial forecast.

ILLUSTRATIVE PILOT INPUTS

Six paid adult guests, two hosts, two nights, a \$650 example fee, and a 10% contingency on modeled costs. These are inherited planning assumptions, not quotes or committed prices.

NOT ESTABLISHED

Demand, supplier quotes, funds received, operating revenue, site, capacity, campus capital requirement, entity structure, investment terms, named partners, and opening date. Unknown does not mean zero.

EVIDENCE STANDARD

Use participant reports to describe participant experience. Use complete accounts to describe costs. Specific claims of clinical effectiveness, healthcare savings, or superiority require evidence that directly supports them.

A six-guest example leaves \$182 before excluded costs. That is a narrow modeled balance, not established profit.

Source: current Pilot Economics & Evidence PDF, 29 September 2026. This edition retains the arithmetic and updates the destination and phase logic.

Every input on the table.

USD. Illustrative allowances requiring written quotes or scoped estimates. Guest meals assume six meals at \$15 each.

Rented property / two nights	\$1,200
Two hosts / preparation and delivery	\$1,000
Host meals / two hosts	\$180
Insurance and administration	\$250
Follow-up	\$120
Guest meals / six guests × \$90	\$540
Materials / six guests × \$15	\$90
Base modeled cost	\$3,380
Contingency / 10%	\$338
Total modeled cost	\$3,718

Fixed allowances = \$2,750

Per guest = \$105

Cost(n) = (\$2,750 + \$105 × n) × 1.10

Attendance changes the result quickly.

At the inherited example fee of \$650 per person:

PAID GUESTS	REVENUE	COST	BALANCE
4	\$2,600	\$3,487.00	-\$887.00
5	\$3,250	\$3,602.50	-\$352.50
6	\$3,900	\$3,718.00	\$182.00

The modeled six-guest fee floor is \$619.67 per person, before every excluded cost. It is not a recommended price.

At \$650, each additional paying guest contributes \$534.50 toward fixed costs after their modeled variable cost and contingency. Filling six places only covers this limited cost model; it does not demonstrate a sustainable business.

Revenue(n) = fee × n. Balance(n) = revenue – modeled cost. Fee floor = \$3,718 ÷ 6, rounded up to the next cent. Capacity and staffing are not validated by this calculation.

Price the work that is easy to overlook.

PILOT DELIVERY GAPS

Founder development time beyond the host allowance; travel and transport; taxes; payment fees; additional coverage or venue charges; and recurring business overhead remain outside the inherited example.

SETUP VERSUS REPEAT OPERATION

Separate initial program development from costs that recur at every retreat. Value labor consistently. A model that works only with unpaid founder time has not demonstrated transferability.

ACCESS AND SPONSORED PLACES

Record who pays for each place and what support is committed. An unpaid place still has delivery costs. Calculate the funding needed instead of treating sponsorship as an automatic source of margin.

FULL-COST PLANNING EQUATION

Start with quoted fixed costs plus variable delivery costs. Add all labor, recurring overhead allocation, applicable transaction charges, and a justified contingency. Show setup and reserves separately. Replace this structure with actual quotes before asking for funds.

This is a planning framework, not accounting, tax, or investment advice. No financial instrument or investor return is offered.

A different budget at every stage.

PHASES 0-1 / DISCOVERY AND PILOT

Fund a bounded learning effort and a fully scoped first experience. Agree acceptable subsidy before delivery. Track what the learning budget buys.

PHASE 2 / REPEATABLE OPERATION

Build the full staffing, overhead, access, and delivery model. Repeat demand and complete accounts must support the operating thesis.

PHASE 3 / FEASIBILITY AND CAPITAL

Price land or lease, title and access review, site studies, utilities, water and wastewater, professional fees, site works, buildings, equipment, staffing, contingency, and reserves. No total exists today.

PHASE 4 / OPENING AND CONTINUITY

Fund useful opening stages and enough operating capacity to sustain them. Test seasonal demand, maintenance, team continuity, and reserve needs.

PHASES 5-6 / REPLICATION AND NETWORK

Each new location needs its own feasibility, local team, and funding. Budget shared training, quality review, and learning functions explicitly. Do not extrapolate one pilot into a national forecast.

Keep the dream. Retire unsupported promises.

The current economics PDF preserves figures from an earlier founder draft. That original draft was not available in the linked material reviewed for this edition. The figures below are therefore reported through the current appendix.

EARLY LAND AND SETUP RANGES

Land \$3,000–\$5,000; quiet title/legal \$1,500–\$3,000; materials \$1,500–\$2,000; food/supplies/curriculum \$1,000–\$1,500. These add to \$7,000–\$11,500, not a verified campus cost.

EARLY REVENUE AND FUNDING LANGUAGE

\$200 × 6 guests = \$1,200 gross revenue, not profit. The earlier \$12,000 setup ceiling, \$15,000 ask, and three-month break-even statement remain historical ideas, not the current proposal.

EARLY PARTICIPATION AND INVESTMENT IDEAS

Land equity, revenue share, repayment, and lifetime access were ideas in the earlier draft. No such rights or terms are offered in this publication.

THE LAND NARRATIVE

The former 10+ acre research direction becomes historical context. The current destination is the 100 Acre Greens concept. Neither name nor former acreage supplies a surveyed site or cost model.

Ambition should invite investigation.

THE HEALTHCARE THESIS

Family's Friend aims to improve the efficiency and effectiveness of support for whole families. It has no demonstrated clinical outcomes or healthcare savings. The initial nonclinical retreat does not test all parts of that thesis.

EXPERIENCE EVIDENCE

Record what participants say they valued, what they chose, and what continued at home. Include participant and response counts, missing follow-up, and the limitations of small, self-selected cohorts.

OPERATING EVIDENCE

Track complete costs, staff time, repeat demand, and access. Compare each actual result with the assumption it tests. Preserve negative or inconclusive findings.

RESEARCH INHERITED FROM THE SOURCE PACKET

The old packet links vacation and fatigue research, SAMHSA recovery material, and PATH equine-service material. Those citations provide background only. This redesign does not revalidate those sources or use them to claim program effectiveness.

Before making a specific scientific or comparative claim, review the relevant primary evidence and connect it to the actual program, population, outcome, and measurement.

Know what came from where.

S1 / FOUNDER DIRECTION

Benjamin's supplied brief and answers, 01 October 2026: Children's Friend history; whole-family mission; 100 Acre Greens; replication; public playbook; contact CTA; exact sayings from Uncle Tony, Granma, and Dad.

S2 / CURRENT PUBLIC PAGE

benjaminfoskey.com/workshop/the-dream/ – reviewed 01 October 2026. Current structure, archive images, program descriptions, pilot calculator, and contact address.

S3 / VISION & PARTNER PITCH

Familys-Friend-Investor-Pitch.pdf – 12 pages, dated 29 September 2026. Sanctuary mission, audiences, four-stage road, and invitation.

S4 / SANCTUARY & EXPERIENCE BLUEPRINT

Familys-Friend-Experience-Blueprint.pdf – 8 pages, dated 29 September 2026. Program pathways, spatial concept, weekend rhythm, and responsibilities.

S5 / ECONOMICS & EVIDENCE

Familys-Friend-Pilot-Economics.pdf – 7 pages, dated 29 September 2026. Pilot inputs, exclusions, sensitivity, historical figures, and research references.

S6 / PROPOSED REDESIGN

Seven-stage roadmap, role assignments, decision gates, editorial narrative, and publication architecture are recommendations developed for this edition, not completed operating facts.

Public documents are linked from the source page. Original campus illustration and photographs are reused from that page. Contact: bpfoskey@operationaligned.net