

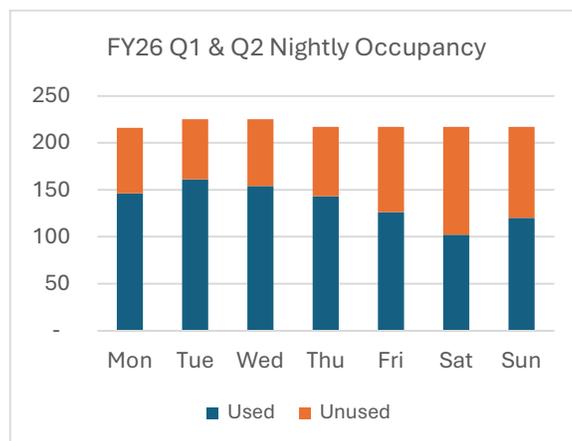
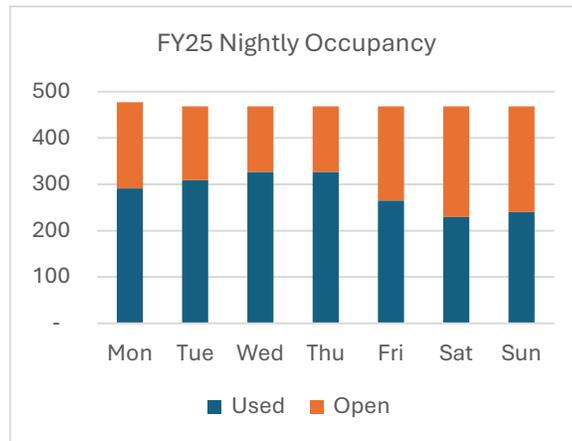
Guest Fee Analysis - February 2025

Objectives

1. Review the current guest fee system of charging on a per guest night basis. In this system, each guest is charged \$40 per night, so two people in a room would pay \$80 total.
2. Assess the economic and operational impact of converting to a per room night basis and charge \$50 per night for the room, whether one or two people are staying in it.
3. Evaluate the current subsidy and third party payment practices to assess the financial impact on Maynard House operating costs.

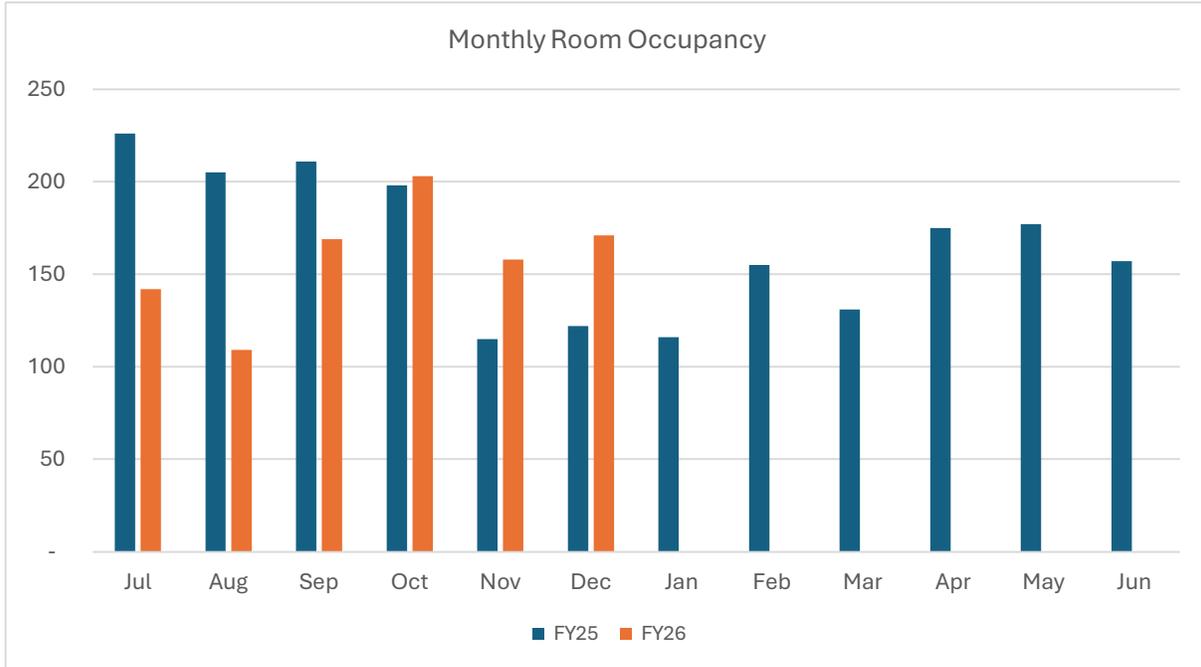
Sources & Assumptions

- Occupancy and payment data are from HHK, the software used for room management.
- FY25 and FY26 Q1 & Q2 HHK data along with FY25 Financial Statements.
- The Day Room was rented until August 30, 2025, and was excluded from certain portions of the analyses unless noted in the results.
- Operations are evaluated on 7 nights per week for the full year. These graphs show occupancy by night for both years along with the unused capacity (orange bar on top). Our busiest nights are Monday – Thursday, but the weekends are busier than expected.



Results & Conclusions

1. Room Utilization (Rooms 1 – 8) was 62% for FY25 and 63% for the first half of FY26.
2. Monthly occupancy indicated some seasonal variation with lower levels in the winter months of FY25, but this reversed in the first half of FY26. FY24 was examined but deemed unusable as we were shut down for periods of time and not using all 8 rooms.



3. Revenues for nightly rates of \$40 / guest versus \$50 / room are similar based on all guests paying full price. However, subsidies (even with third party payments such as the Dartmouth Cancer Center) have a significant impact on our financial position.

	Fiscal Year 2025		Fiscal Year 2026 Q1 & Q2	
	per Guest Basis	per Room Basis	per Guest Basis	per Room Basis
REVENUE				
Room Nights Rented	1,996		949	
Extra Guest	477		204	
Total Guest Nights	2,473	1,996	1,153	949
Guest Rate	\$ 40.00	\$ 50.00	\$ 40.00	\$ 50.00
Potential Revenue	\$ 98,920	\$ 99,800	\$ 46,120	\$ 47,450
Guest Payments	\$ 62,823		\$ 30,214	
3rd Party Payments (Cancer Center & VA)	\$ 4,600		\$ 3,190	
Actual Revenue	\$ 67,423		\$ 33,404	

4. The Maynard mission establishes that we will not turn anyone away for being unable to pay for their stay. While our staff seeks to obtain at least a portion of the fee, there are cases where a guest is unable to pay anything. We have examples of guests staying for several weeks with no payment, but these are not common. All subsidy metrics are improving in the first half of FY26 versus FY25 results. Staff training has contributed to this trend.

	Fiscal Year 2025		Fiscal Year 2026 Q1 & Q2	
	per Guest Basis	per Room Basis	per Guest Basis	per Room Basis
ANALYSIS				
Subsidy Total (Potential - Actual)	\$ 31,497		\$ 12,716	
Percentage of Revenue Subsidized	32%		28%	
Guests paying \$40.00 / night rate	1,401		827	
Portion paying \$40.00 / night	57%		72%	
Guests not paying full rate	1,072		326	
Portion of guests being subsidized or 3rd party paid	43%		28%	
Guest nights free of charge	621		153	
Portion of guest nights paying nothing on their own	25%		13%	
Guest nights free of charge - paid by 3rd Party	137		98	
Guest nights free of charge & not paid by 3rd Party	484		55	
Portion of guests staying free of charge net of 3rd Party	20%		5%	

5. Net guest fees cover only about 25% of our operating costs. Another 36% of our costs are covered by the annual grants from the Byrne Foundation and the remainder from other donations and grants.

	per Guest Basis	per Room Basis	per Guest Basis	per Room Basis
FY25 Nightly Room Cost				
FY25 Operating Costs	\$ 273,982	\$ 273,982		
# Guests / # Rooms	2,473	1,996		
Nightly Cost	\$ 111	\$ 137		
Nightly Revenue	\$ 27			
FY26 Projected Nightly Room Cost				
FY 26 Operating Budget			\$ 281,000	\$ 281,000
Projected # Guests / # Rooms			2,306	1,898
Nightly Cost			\$ 122	\$ 148
Nightly Revenue			\$ 29	

Recommendations

1. Implement a per room fee system on July 1 to coincide with our fiscal year at the nightly rate of \$50 per room. Extra guests in the rooms will not be charged. This will streamline processes for staff and improve the guest experience. Renting on a per person basis is a carryover from our hostel roots and not in line with what a guest would pay at a hotel.
2. Continue efforts to encourage subsidized guests to pay what they can comfortably afford while honoring our mission of not turning anyone away due to financial reasons.
3. Implement a rate for third party payments, suggested at \$80 / night. The lowest hotel rates in the area are \$100 / night, and it is our understanding that the Cancer Center and VA will pay this up to total ceiling amount. Further research and a carefully communicated implementation are essential for this to succeed.
4. Increase levels of participation from the Cancer Center and VA by ensuring that our staff are checking on these sources when a guest reserves a room.
5. Add new third party payors from other departments at DHMC and the VA Hospital. Explore new sources through foundations and other non-profit organizations, both regionally and nationally.
6. Establish a target for guest fee revenue, combined from guests and third party sources.