

Town of Woodstock
Select Board Meeting
January 17, 2023
6:00 pm
Town Hall & Zoom
Agenda

- A. Call to order
- B. Citizen Comments
- C. Additions to & deletions from posted agenda
- D. Manager's Report
 - 1. General Report
 - 2. Financial Report (pp 3-5)
- E. New Business
 - 1. Town Report Discussion
 - a. Cover
 - b. Dedication
 - 2. Town Meeting Discussion
 - 3. EDC Funding Proposal for Child Care (pp 6-59)
 - 4. Consider Replacing Listers with Appointed Accessors
 - 5. Manager's Goals & Objectives (p 60)
- F. Other Business
- G. Board of Sewer Commissioners
 - 1. Sewer Abatement Request – Sollinger – 20 River Street (pp 61-64)
- H. Approval of minutes
 - 1. 1/3/23 minutes (pp 65-66)
 - 2. 1/10/23 minutes (p 67)
- I. Adjournment

This Meeting will be held in person and on Zoom

The link to join us by Zoom is:

<https://us02web.zoom.us/j/84782406503?pwd=UXAzWnJxaEE0MzJaMlBKeHJPUjB6QT09>

or from zoom.us you can enter these details to join the meeting

Meeting ID: 847-8240-6503

Password: 247624

You can also download the Zoom app on your smartphone

For those without a computer or smartphone you may call in:

Phone number: 646 558 8656

Meeting ID: 847-8240-6503

Password: 247624

For Help on Joining Use this Link:

<https://support.zoom.us/hc/en-us/articles/201362193-Joining-a-Meeting>

- Please join the meeting ten minutes prior to start, so we can give technical help if needed.
- We will ask everyone on the phone and zoom to identify themselves, so we know who is present.
- Please raise your hand on the Participant tab to comment or ask a question.
- Press *9 to raise your hand by phone

01/10/23

WOODSTOCK TOWN General Ledger

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03:14 pm Current Yr Pd: 7 - Budget Status Report Staff Accountant.TOWNACCTPC2015
TOWN GENERAL FUND

Account	Budget	Actual	% of Budget
TAX REVENUE- ALL	5,817,902.07	5,003,324.63	86.00%
RENTAL INCOME	13,000.00	6,625.00	50.96%
FEES & PERMITS	13,500.00	1,655.00	12.26%
TOWN CLERK FEES	77,000.00	31,579.30	41.01%
FRONT OFFICE FEES	100.00	5.00	5.00%
PLANNING & ZONING	14,000.00	18,264.47	130.46%
PARKS	0.00	0.00	0.00%
INTEREST INCOME	15,000.00	1,743.77	11.63%
AMBULANCE & FIRE DEPT	920,000.00	530,758.86	57.69%
MISCELLANEOUS	525,330.00	108,263.52	20.61%
GRANT REVENUE	0.00	223,371.06	100.00%
MANDATORY DRAWBACK	-370,000.00	-242,540.11	65.55%
COMMUNITY CONTRIBUTIONS	0.00	0.00	0.00%
TRANSFERS IN	464,875.00	4,800.00	1.03%
BILLINGS PARK	0.00	0.00	0.00%
TOWN FOREST	0.00	0.00	0.00%
Total Revenues	7,490,707.07	5,687,850.50	75.93%
GRANTS/CONTRIB-TRUST FUND	1,500.00	0.00	0.00%
GRANTS/CONTRIB-GENL FUND	204,900.00	172,572.00	84.22%
CULTURE & RECREATION	456,428.00	119,191.50	26.11%
HEALTH OFFICER	4,040.00	3,498.63	86.60%
GOVERNMENT BUILDINGS	114,158.00	51,155.85	44.81%
SELECT BOARD	86,600.00	16,629.41	19.20%
EXECUTIVE	126,493.00	45,467.61	35.94%
OFFICE ADMINISTRATION	25,400.00	61,922.60	243.79%
AUDITING	20,000.00	6,500.00	32.50%
TREASURER	13,100.00	8,027.87	61.28%
ACCOUNTING	130,314.50	64,556.70	49.54%
TAX LISTING	136,322.20	56,927.69	41.76%
TAX COLLECTING	0.00	-12.94	100.00%
CAPITAL RESERVE	58,000.00	58,000.00	100.00%
HIGHWAY DEPARTMENT			
TRAFFIC CONTROL	7,000.00	8,748.51	124.98%
HIGHWAY CONST&MAINT	1,308,496.25	613,414.41	46.88%
C&M-BRIDGES&STORMDRAINS	82,500.00	16,823.46	20.39%
HIGHWAY EQUIPMENT	309,550.00	145,405.83	46.97%
SIDEWALK MAINTENANCE	65,000.00	2,000.00	3.08%
STREET LIGHTS	40,000.00	24,373.17	60.93%
PARKS	10,750.00	2,081.09	19.36%
PUBLIC WORKS BUILDINGS	120,500.00	87,259.25	72.41%
CAPITAL RESERVE	127,000.00	127,000.00	100.00%
Total HIGHWAY DEPARTMENT	2,070,796.25	1,027,105.72	49.60%
AMBULANCE DEPARTMENT			
AMBULANCE OPERATIONS	1,143,233.55	642,565.29	56.21%
AMBULANCE VEHICLE	13,800.00	6,861.71	49.72%

01/10/23

WOODSTOCK TOWN General Ledger

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03:14 pm Current Yr Pd: 7 - Budget Status Report Staff Accountant.TOWNACCTPC2015
TOWN GENERAL FUND

Account	Budget	Actual	% of Budget
AMBULANCE TRAINING	17,250.00	9,053.10	52.48%
AMBULANCE COMMUNICATIONS	9,350.00	4,370.39	46.74%
CAPITAL RESERVE	83,500.00	83,500.00	100.00%
Total AMBULANCE DEPARTMENT	1,267,133.55	746,350.49	58.90%
FIRE DEPARTMENT			
FIREFIGHTING	160,987.50	50,834.07	31.58%
FIRE COMMUNICATIONS	7,450.00	4,974.50	66.77%
FIRE TRUCK & EQUIPMENT	87,650.00	79,497.46	90.70%
FIREFIGHTING EQUIPMENT	13,450.00	8,314.37	61.82%
WOODSTOCK STATION #2	7,000.00	4,849.05	69.27%
EMERGENCY SERVICES BLDG	274,545.50	576,668.40	210.04%
CAPITAL RESERVE	63,000.00	72,223.75	114.64%
Total FIRE DEPARTMENT	614,083.00	797,361.60	129.85%
COMMUNICATIONS			
DISPATCH SERVICES	395,917.50	180,925.92	45.70%
CAPITAL RESERVE	12,100.00	12,100.00	100.00%
Total COMMUNICATIONS	408,017.50	193,025.92	47.31%
TOWN CLERK			
BOARD OF CIVIL AUTHORITY	10,000.00	75.67	0.76%
TOWN CLERK	197,857.22	99,783.12	50.43%
CAPITAL RESERVE	4,000.00	4,000.00	100.00%
Total TOWN CLERK	211,857.22	103,858.79	49.02%
BOARDS & AGENCIES			
PLANNING & ZONING	105,749.85	43,660.49	41.29%
CAPITAL RESERVE	1,500.00	1,500.00	100.00%
Total BOARDS & AGENCIES	107,249.85	45,160.49	42.11%
TOWN CONSTABLE			
MAINTAINING CEMETERIES	10,850.00	3,586.89	33.06%
WELCOME CENTER	18,500.00	13,880.00	75.03%
LITTLE THEATER	79,701.00	40,845.11	51.25%
LITTLE THEATER	0.00	0.00	0.00%
CAPITAL RESERVE	0.00	0.00	0.00%
INTERGOVERNMENTAL	33,528.00	30,050.00	89.63%
SELECT BOARD CONTINGENCY	490,250.00	85,651.79	17.47%
CAPITAL RESERVE SB	50,000.00	50,000.00	100.00%
Cap Outlay	0.00	-175,085.00	100.00%
CAPITAL RESERVE SPENDING	0.00	22,553.20	100.00%
LOSS REPAIR EXPENSE	0.00	0.00	0.00%
LITTLE THEATER REPAIR	0.00	0.00	0.00%
IRENE RECOVERY EXPENSE	59,600.00	54,077.62	90.73%
GRANT EXPENSE	0.00	42,500.00	100.00%

01/10/23

WOODSTOCK TOWN General Ledger

Page 3 of 3

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TOWN GENERAL FUND

Account	Budget	Actual	% of Budget
COMMUNITY CELEBRATIONS	0.00	5,500.00	100.00%
TRANSFERS OUT	0.00	0.00	0.00%
TOWN FOREST	0.00	0.00	0.00%
BILLINGS PARK	0.00	0.00	0.00%
Total Appropriations	6,798,822.07	3,750,859.54	55.17%
Total TOWN GENERAL FUND	691,885.00	1,936,990.96	
Total All Funds	691,885.00	1,936,990.96	

**EXPANDING CHILD CARE CAPACITY
FOR
WOODSTOCK RESIDENTS AND EMPLOYEES**

Report of the EDC Working Group

December 15, 2022

WOODSTOCK ECONOMIC DEVELOPMENT COMMISSION

REPORT OF CHILD CARE WORKING GROUP

12.7.2022

On December 15, 2022 the EDC will hold the final in a series of public meetings to discuss the grant applications of the Rainbow Play School; Woodstock Christian Child Care; The Community Campus; and Bridgewater Child Care, the purpose of which is to expand childcare capacity for Woodstock residents and employees.

Background and Process: Our Working Group was established this past spring after the Woodstock Economic Development Commission identified the availability of Child Care as one of its five priorities for major initiatives. We initially met to determine a plan of action which included documenting the extent of unmet demand, investigating the current supply of child care spaces, and then deciding if we could assist the current providers, or any other interested parties, devise solutions.

We initially met with representatives of Let's Grow Kids (<https://letsgrowkids.org>) who have done a superb job of documenting the problems and spearheading state -wide initiatives (mainly through work with the Legislature). We met with Brenda Metzler and Lucia Campriello by Zoom, and in person, several times, and they provided great background information, guidance and help. It was clear from these meetings that the lack of child care availability is a crisis state wide.

We reached out to the public throughout the summer and fall, and held three well publicized Zoom meetings which gave us significant input from parents, child care professionals and providers. We got a great deal of first-hand information about the difficulties parents who lived or worked in Woodstock were having getting adequate child care, and became aware of the total absence of after school programs for pre-k children. We even found that a number of young parents were considering moving out of the Woodstock area due to the child care problem.

One major finding that came from this phase of our work was that the focus of child care need was for the age 6 weeks to 3-year category, and that the crucial need for the kids in the public school pre-k programs (age 3-5) is for after school programs. Unfortunately, our local public schools have cancelled all their after-school programming this year due to lack of staffing.

As part of our information gathering efforts, we conducted two well publicized surveys, the first in mid-summer was only for Woodstock residents and it showed us that at least 43 local kids were unable to get childcare due to lack of availability. Also, 48 (out of a total of 104 respondents) said that one or both parents was either partially or totally out of the work force so that they could take care of their kids at home.

The second survey was conducted this November and included parents who either resided or worked in Woodstock (we feel non-resident Woodstock workers are an important group to include when we examine economic impact). There were fewer respondents but similar results, with a total demand for 45 additional childcare spaces for kids under age three, and 23 additional spaces needed for after school programs. And due to the relatively small number of respondents, we suspect that even these significant numbers are substantially understated.

We also investigated the size of local providers' waiting lists, and found that each one had sizable numbers (one provider had 80 kids on their list). There is some issue of duplication when comparing all four waiting lists together, and some lists contain names of kids not yet eligible, but the fact of very sizable waiting lists was consistent with all providers.

Key to our efforts was meeting in person (often several times) with representatives of all the local providers who expressed interest in expanding their child care spaces: Lauren Matz (Chair) and Kelly Barger of Rainbow Play School; Ruth Brisson (Director), Keri Bristow (Chair) and Brenda Metzler at Woodstock Christian Child Care; Elizabeth Reeves (Chair), Logan Radde (Director), Tesha Buss and Marlene McNamee of The Community Campus; and Krisitiana Birmingham (Director) of Bridgewater Child Care.

Further, so as to investigate the possibility of having the local schools provide after school programming as they had in the past, we met with Sherry Souza the Superintendent of Windsor Central Supervisory District, and Maggie Mills, principal of the Woodstock Elementary School. Unfortunately, there appears to be no immediate solution involving the public schools, so we decided to continue with our efforts to assist the after school programming proposals offered by our local providers.

Our Working Group came away from all these many meetings with a huge appreciation of the excellent work all these organizations already do under difficult economic circumstances. And as we worked with each of them to craft complete and compelling grant applications, we became convinced that if the EDC and Selectboard approve their requests, there will result a very significant documented increase in the availability of child care in the 6 weeks to three-year-old age group, as well as a sizable set of viable after school options for the pre-k (and up) age group. And it is extremely important to note, as you will see from each grant proposal, that we have asked each provider to show us with detailed financial projections that, with the requested one-time infusion of funds, their operations will be financially self-sustaining going forward.

Finally, we had a well-publicized meeting on November 21, at which time each grant applicant introduced their request in detail and answered questions from the EDC and the public.

Our Working Group would like to emphasize the very significant impact of this potential investment on the economic health of Woodstock. It will take a burden off of parents, free up a large number of people who would prefer to join the local workforce, and provide incentive for young families to stay here. And, since the demand and need we have documented for child

care comes from parents who already live here, the urgent issue of housing should not affect our analysis.

Last, we want to point out the perhaps obvious fact that this investment is not just for the children currently in need of child care. The investments we recommend funding will build permanent new capacity to help meet the needs for childcare in Woodstock for many years to come.

In summary, our Child Care Working Group has tried to do a thorough job of documenting demand, investigating the current supply, working with interested providers to come up with viable proposals, and being open and inviting to all public input.

Todd Ulman (Chair)

Mica Seely

Larry Niles

Jon Spector

Child Care Proposal Summary

Organization	Segment	New Spaces	Funding	Funding for	Available
Rainbow Playschool	Under 3	17 - 21	\$140,000	Operating losses due to training time, ramp-up time for teachers and registrations	Feb 2024*
WCCC	After school (pre-K to Grade 2)	20	\$60,000	Expand to adjoining room, furniture, indoor play materials, outdoor playground equipment	Jan 2023
The Community Campus	After school (age 5 to 12)	14	\$30,000	Financial cushion to cover month-to-month volatility given year-long employment and short-term program registrations	Jun, 2024*
Bridgewater Childcare	Under 3	24	\$100,000	Construction and equipping of a new classroom facility, and training new faculty	Dec 2023
Total		75 – 79	\$330,000		

* First additional spaces available several months after funding; gradual ramp¹⁰ to full availability

Child Care Proposal Summary

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**EXPANDING CHILD CARE CAPACITY
FOR
WOODSTOCK RESIDENTS AND EMPLOYEES**

Proposals for EDC Funding

December 15, 2022

BRIDGEWATER CHILD CARE



To: Woodstock Economic Development Commission
Attn: Childcare Working Group
Grant Proposal
November 18, 2022

Dear Woodstock Economic Development Commission,

The Bridgewater Area Community Foundation's vision for a resilient community is not possible without an affordable, high quality learning and caring environment for young children. Our goal is to care for the wellbeing of the whole child and family in a comprehensive, practical system, including the ongoing development of staff and program. The Bridgewater Community Childcare Expansion project aims to expand high quality licensed care and affordability to local families in need by expanding our current licensed center and thus creating twenty-two new infant and toddlers spots.

In 2018 the Bridgewater Area Community Foundation, Inc. a local 501(c)(3) non-profit was formed to preserve, rescue and enhance the former Bridgewater Village School. A cultural and historical landmark located in the Ottauquechee Valley. The foundation planned three phases to convert the old village schoolhouse into the Bridgewater Area Community Center. Phase One included renovations and opening of the Bridgewater Community Childcare's first classroom. Phase Two, which we are currently underway with, includes updating the historic 1914 portion of the building, expanding Bridgewater Community Childcare and opening an after school program and finally Phase Three includes landscaping and outfitting the community center rooms.

To understand and meet our town and community's need for a thriving child care center, we must address critical issues impacting our State including increasing numbers of children dealing with trauma, symptoms of ADD/ADHD, stress at home, housing insecurity, and food insecurity. These challenges are systematic; to solve them we have aligned with partners in our region who are currently addressing root cause challenges for children and families, communities and implementing successful, holistic approaches. These challenges not only affect the children and families in our communities, but they also affect early childhood educators. Access cannot be created without qualified early childhood educators.

The Bridgewater Community Childcare is currently seeking \$100,000 in funds to help meet this goal. Funds will cover the costs associated with expanding our center. Allowing for a secondary classroom and thus creating twenty-four (24) additional spots for infants and toddlers ages six (6) weeks to thirty-six (36) months within Windsor county. This includes eight (8) additional infant spots and sixteen (16) additional toddler spots, increasing our total capacity by 67%. By opening a secondary classroom Bridgewater Community Childcare will also be employing an additional six (6) staff members. Currently Bridgewater Community Childcare serves an average of 90% Woodstock residents and employees since opening in June 2021. Based on our current waitlist with 50% Woodstock residents, we expect this percentage to stay steady, or even increase, depending on the family's employment location.

Phase Two construction on the historical 1914 section of the building started about a year ago utilizing local contracting services. We recently signed with Jaynes and Berge Inc. as the general construction manager to complete the construction needed. Phase Two construction in BCC's second classroom includes updating the sprinkler system, energy efficiency and heating/air-exchange systems, upgrading electrical work, and revitalizing the classroom adding sinks and kitchenette to meet licensing regulations. Part of Phase Two construction also includes the multipurpose room on the ground floor where our after school program will function serving children kindergarten



through sixth grade from the Windsor Central Unified School District. This includes minor instruction and updates to the room, as well as updating the commercial kitchen. The after school program, falling under the same license as Bridgewater Community Childcare, would serve twenty-five (25) to thirty-five (35) students daily, as well as employing an additional three (3) staff members. Phase Two construction and opening is currently set to December 2023.

The total classroom expansion project is budgeted at \$201,669 including start-up salaries for six weeks, benefits for those six weeks, training for new staff, administrative costs, project management, equipment, and construction/renovations. Requested funding from the Woodstock Economic Development Commission would be applied to the three following areas, training, equipment and construction/renovations to the classroom totaling \$100,000.

Construction and renovations (total requested \$67,500) costs including but not limited to contract fees, kitchenette, refrigerator, dishwasher, microwave, new ceiling, lights, updating electrical and plumbing totaling \$97,309 based on estimates from our contractors, architect and project manager. The total for all construction and renovations is estimated to be \$97,309. We are requesting 69% of costs in this grant and we will cover the remaining 31% with cash match and/or additional grants.

Equipment (total requested \$30,000) includes educational materials (toys and books) \$10,000 based on prior experience outfitting Bridgewater Community Childcare's first classroom for fourteen (14) students. Furniture including cribs, cubbies, chairs, tables, book shelves, and more from Community Playthings who also furnished our previous classroom totaling \$31,600. The total for all equipment including educational materials and future equals \$41,600. We are requesting 72% of costs in this grant and will cover the remaining 28% with cash match and/or additional grants.

Training (total requested \$2,450) to ensure all staff meet the same program training requirement, each incoming staff member will partake in Creative Live's Foundations 1 - Ellen Add's Framework for Wise Education course upon hire at \$490 per student. As the first childcare center to partner with Creative Lives, Bridgewater Community Childcare serves as the lab site for infant and toddler curriculum. All current staff are currently enrolled in this coursework and will continue onto Foundations 2 in the coming year. This program serves as a thorough baseline self-study assessment of strengths, and identifies opportunities for growth across seven framework categories toward meeting the desired outcomes stated for self, student, and the program as a whole. Bridgewater Community Childcare's Program Director also participates in field practice, curriculum writing and mentoring one-on-one with Creative Live's founder.

Challenges to childcare not only affect the children and families in our communities, but they also affect early childhood educators. Access cannot be created without qualified early childhood educators. According to the 2020 Let's Grow Kids Access: The Need for More Early Childhood Educators found that Vermont needs over 2,000 additional early childhood educators to meet the demand. Data shows that this gap has only increased through the Covid-19 pandemic leaving the ECE field in greater need for qualified educators. In collaboration with Creative Lives, we prioritize the quality of care and benefits of continuing support for professional development, administrative support, participation in reflective practice, and participating in a growing collaboration of early childhood care and leading educators using a whole system approach.

Financial sustainability is always a hard objective for childcare centers while ensuring prices are fair for families, as well as paying staff livable wages. These are two areas extremely important to Bridgewater Community Childcare as we build the center. BCC participates in the State of Vermont's childcare financial assistance program (CCFAP) to help qualifying families afford a quality care experience. Our organization seeks every opportunity to reduce costs to



families by building on existing best administrative practices in the state and offering Bridgewater Area Community Foundation scholarships. Additionally, our organization has worked collaboratively with other local non-profits to create a pay scale that supports all of our staff, their livelihood and their professional development. While there are always fluctuations in childcare as children age out of one program and move to the next phase, Bridgewater Community Childcare's expansion revenue plan shows the center will be able to maintain sustainability while also providing scholarships, investing in enrichment and maintaining livable wages for all employees.

Attached, please find details on Percentage Breakdown: Woodstock Residents & Employees, Project Timeline, Project Budget, Project Budget Narrative, Current & Projected Revenue. Additionally, included, is a one page breakdown of BCC's After School Program Proposal, as we are currently seeking grant funding for this project as well.

Thank you for your time and support on this important project that will help meet the goal of Early Childhood Education expansion in our local community.

Sincerely,

Kristiana Birmingham, BCC Program Director &
BACF Childcare Committee



Percentage Breakdown: Woodstock Residents & Employees

As of November 30, 2022

Waitlist: 50% Woodstock residents

Percentage breakdown by month (fluctuating enrollment as staff is hired & as children age out of our care):

	June	July	August	September	October	November
Woodstock Residents	50%	50%	63%	60%	67%	69%
Employed in Woodstock	38%	38%	25%	30%	25%	23%
Total % benefiting Woodstock Residents	88%	88%	88%	90%	92%	92%

*Our community partners are so important in providing support, programming, and learning to our center. ArtisTree Community Arts Center, Sustainable Woodstock, The Thompson Center, Woodstock Community Food Shelf, The Norman Williams Public Library, Pentangle Arts, Ottawaquatchee Health Foundation, Creative Lives, BarnArts Center for the Arts, and JAG.



Expansion Project Timeline

December 2022	Sign contract with contracting company Acquire any permits required Finalize architectural plans
Winter 2022-2023	Construction begins Order kitchenette furnishings and appliances Electrical and plumbing work
Spring 2023	Construction continued Order furniture Window restoration Paint
Fall 2023	Assemble furniture Purchase soft goods Setup classroom Licensing visit Family Contracts sent out and signed Hire staff
December 30, 2023	Open Classroom 2



Expansion Project Budget

	Funds Requested	Cash Match		BUDGETED Total Project Cost
Salary (no more than 4-6 weeks)	\$0.00	\$44,160.00		\$44,160.00
Benefits	\$0.00	\$500.00		\$500.00
Training	\$2,450.00	\$2,450.00		\$4,900.00
Administrative Costs	\$0.00	\$7,200.00		\$7,200.00
Project Management	\$0.00	\$6,000.00		\$6,000.00
SUBTOTAL	\$13,610.00	\$13,610.00		\$62,760.00
Equipment	\$30,000.00	\$11,600.00		\$41,600.00
Construction/ Renovation	\$67,550.00	\$29,759.00		\$97,309.00
TOTAL	\$100,000.00	\$95,669.00		\$201,669.00



Expansion Project Budget Narrative

1. **Training** (Total requested \$2,450)

To ensure all staff meet the same program training requirements for our program, each incoming staff member will partake in Creative Lives's Foundations 1- Ellen Tadd's Framework for Wise Education course at \$490 per student.

- Foundations 1 course at \$490 for 5 employees totaling \$2,450.00

2. **Equipment** (Total requested \$30,000)

- Educational materials (toys and books) \$10,000.00. Based on prior experience outfitting Bridgewater Community Childcare's first classroom for 14 students.
- Furniture including but not limited to cribs, cubbies, chairs, table, book shelves and more from Community Playthings who also furnished our previous classroom totaling \$31,600.00.

The total for all equipment including educational materials and furniture equals \$41,600.00. We are requesting 72% of costs in this grant and will cover the remaining 28% with cash match and/or additional grants.

3. **Construction/Renovations** (Total requested \$67,500)

- Construction and renovations costs including but not limited to contractor fees, kitchenette, refrigerator, dishwasher, microwave, new ceiling, lights, updating electrical and plumbing totaling \$97,309.00 based on estimates from our contractors, architect and project manager.

The Total for all construction and renovations is estimated to be \$97,309.00. We are requesting 69% of costs in this grant and will cover the remaining 31% with cash match and/or additional grants.



BRIDGEWATER
COMMUNITY CHILDCARE

Current & Projected Revenue

Current Revenue (Month)		Expanded Revenue (Month)	
# of spots total	12	# of spots total	36
Infant Tuition/Subsidy (6)	\$ 7,800.00	Infant Tuition/Subsidy (14)	\$ 18,200.00
Toddler Tuition/Subsidy (8)	\$ 7,800.00	Toddler Tuition/Subsidy (22)	\$ 28,600.00
Total Revenue	\$ 15,600.00	Total Revenue	\$ 46,800.00
Expenses		Expenses	
Rent & Utilities	\$ 860.00	Rent & Utilities	\$ 1,720.00
Supplies	\$ 200.00	Supplies	\$ 400.00
Office Supplies	\$ 100.00	Office Supplies	\$ 200.00
Payroll	\$ 12,640.00	Payroll	\$ 34,240.00
Professional Development	\$ 150.00	Professional Development	\$ 300.00
Health Benefits	\$ 250.00	Enrichment	\$ 3,190.00
Scholarships/Enrichment	\$1,400.00	Scholarship	\$ 6,500.00
		Health Benefits	\$ 250.00
Total Expenses	\$15,600.00	Total Expenses	\$ 46,800.00
Net Surplus (Deficit)	\$0.00	Net Surplus (Deficit)	\$0.00

*Non-profit by definition must have a zero balance with revenue and expenses. Any “profit” is rerouted back into the organization through scholarships, enrichment.



After School Program

In addition to expanding our licensed childcare center, the Bridgewater Area Community Foundation is also in the process of construction and fundraising to expand the community center's multipurpose room for use as an after school program to serve children kindergarten through sixth grade from the Windsor central unified district. This project includes minor construction and updates to the multipurpose room, updating the kitchen and furnishings. The space is 2,370 square feet and would be licensed for 25-35 children in addition to employing 3 after school staff members. Currently the project is estimated at \$86,480.

Budget	Estimates	Budget Narrative
Construction	\$40,000.00	Fees associated with bringing the site up to code.
Equipment	\$25,000.00	Outfitting new kitchen appliances and after school space.
Supplies & Startup	\$15,000.00	Educational materials, pantry items,
Salary (no more than 4-6 weeks)	\$6,480.00	Salary for 3 employees at \$18/hr /20 hrs for six weeks to cover cash flow as tuition starts to come in.
SUBTOTAL	\$86,480.00	

Reliable and accredited after school care is lacking in our area. The construction, equipment and supplies needed to bring the multipurpose room up to code is essential in making this immediate need a reality for families in our area. Our building is already on the current school bus route, so servicing programming from Windsor Central schools should be seamless. A timeline for this project can be available upon request.

The Community Campus is the only organization presently offering after school care in Woodstock. We have the space and a program director ready to offer additional services to Woodstock, Bridgewater, and beyond. Our projected wages are competitive. There is a critical need to serve our youngest so that our local workforce can thrive. Let's work together to attract and keep families local. **We are asking for \$86,480.00 in funding to meet this goal.**



Submitted by: Kristiana Birmingham, BCC Program Director & the BACF Childcare Committee

Contact: Bridgewater Community Childcare
Attn: Kristiana Birmingham
PO Box 163 Bridgewater, VT 05034
kbirminghambccenter@gmail.com
(802) 396-0081

Signature: *Kristiana Ploss Birmingham*

Date: 11/18/22

WOODSTOCK CHRISTIAN CHILD CARE



FUNDING PROPOSAL: AFTER SCHOOL PROGRAM

(ASP: PRE-K TO 2)

Updated: December 12, 2022

OVERVIEW

1. Project Background and Description

WCCC staff became aware that Woodstock Elementary School (WES) was having a difficult time establishing after school programming this year because some of the families have siblings in the public pre-K classes or their child is now enrolled at WCCC and WES part-time, or they recently transitioned from WCCC to kindergarten. Ruth Brisson, WCCC Executive Director, has already been involved in other discussions with the WCSU Superintendent, Sherry Sousa, about early education in the area. So, Ruth reached out to see if the information was correct, and if there was anything WCCC could do to help the families in our community who are significantly impacted by the lack of an after school option. Sherry connected Ruth with Maggie Mills, the principal of WES, and a meeting with WCCC and WES was held. Maggie and Erin, the Extended Learning Coordinator for WES, and Ruth discussed possible ways that WCCC could assist in meeting this need in our town. During this meeting, Erin shared that they already had 36 families on the list for after school, with approximately 20 families of pre-K children.

Children who are in kindergarten or higher are eligible to be transported by bus, and they are currently being offered to enroll at the Community Campus located on the Rainbow Playschool property, and ride the bus there each day. Some families who have younger siblings enrolled at WCCC would like their children in pre-K to grade 2 to enroll in the after school groups. Unfortunately, Pre-k children cannot enroll at Community Campus or ride busses. In the meeting, Ruth made it clear that enrolling kids for after school could only happen at WCCC, if WES has staff to walk the children to the center each day, that all WCCC policies would apply, including health and illness exclusion policies. WCCC would partner with WES to offer this option community families with children enrolled in school pre-K through grade 2. WES would provide information to their families to inform them that after school enrollment is available at WCCC, WES has paraeducators available to walk the children to the center, and WCCC does not become legally responsible for the children until they pass health check and are signed into our system. The WCCC staff would like to meet this need in the community, and we have been fortunate to staff to hire recently to allow this to be possible.

WCCC has been informed by our licensor that we can expand our licensed capacity to 39 from 30, with the space in our current classrooms, and although we only asked our current families initially if they would be interested in enrolling in after school groups, 10 children on the went on our waitlist interest list, so the first group would be filled. WES asked about interest from their families, and 16 more children not currently affiliated with WCCC were added to the waitlist in two days. WES asked if we could accommodate a second group for after school, which would increase or licensed capacity to 50 children, with 20 in the after school groups. As of 10/19/22 there are 26 children on the waitlist, so 20 children will be able to enroll and 6 will be on the waitlist for future openings. WCCC will plan to have at least 9 children in an additional full-day summer group, with the potential to add a second summer group, should additional staff become available to hire. To accommodate outdoor play and activities for the after school groups, we will also need to request funding to purchase outdoor play/activity items and to make improvements to the existing outdoor spaces (for example, new fencing, etc.)



2. Project Scope

WCCC is requesting funding support to purchase equipment and materials to have a new room included in our licensed spaces that would be the classroom used for the after school groups. We will require equipment that is portable, so the room can be outfitted as a classroom for two groups of children from pre-K to grade 2 for after school activities that

include, snack, group learning, music, art and play activities, etc. We also need to request funding to be able improve the outdoor spaces to provide adequate spaces for play and activities for 20 additional children. A high-quality after school program needs to have engaging options for play and learning inside and outside.

3. High-Level Requirements

The funding for following items are requested:

- \$20,000 for furniture for portable classroom (tables, chairs, cubbies, teacher workstation, art center, storage/shelving, reading nook/couch, light table, etc.)
- \$3,000 for a variety of play, learning, art items/materials (sourced from various vendors)
- \$5,000 for purchase of sound absorbing room panels on wheels to set up in corners of room to reduce echo noise, to help reduce noise from after school groups to not disturb children in other classes during nap time, reduce issues with auditory overstimulation
- \$2000 for additional purchases yet to be determined (mat for floor, supplies/materials/toys initial phase, excluding mat/rug for floor)
- Outdoor activity and storage items (estimate \$30,000 for items that can be used all year; critical for there to be activities for learning and play outside)
 - Stumps to create outdoor classroom
 - Nature-inspired playhouse
 - Sandbox
 - Hollow block building station
 - Music and art walls
 - Storage benches
 - Activity mound/tunnel
 - See invoice from Arbor Scape, Inc
- **Total Funding Request is \$60,000**

4. Deliverables

The after school programming will allow for the following:

- Meeting a critical need in our community
- Prioritize enrollment of children who live and attend school in Woodstock (**Update as of 12/12/22**)
 - 19 children/families enrolled or held
 - 2 FT slots available for children who move into the area or families who become in need of care
 - one slot being held for a family who lives in Woodstock
 - one additional family lives and works in Taftsville
 - 16 of 19 families lives or works in Woodstock (**84%**)



- Given the high percentage of children enrolled who have families that live or work in Woodstock, it is likely that most or all of the remaining slots would be filled by families who live or work in Woodstock.
- Deepening our relationships with young families in the community
- Providing families with the ability to live and work in Woodstock
- Strengthening connections for collaboration with WES, The Woodstock Economic Development Commission (WEDC), and Let's Grow Kids (LGK)
- Supporting the early childhood workforce development by hiring trainees from Woodstock High School facilitated by WES leadership
- Contribution to the economic vitality and stability of families and the town of Woodstock
- Likely increase in Summer Session enrollment of pre-K to grade 2 children of at least 10 slots, and possibly a second group of 10 slots, depending on staffing availability

5. Affected Parties

- Families with children enrolled at WES (26 children on the waitlist, 14 from Woodstock residences, 54%)
 - **Update as of 12/12/22: 84% of enrolled/held slots are children/families who live/work in Woodstock**
- Employers in the town of Woodstock and surrounding areas
- WES paraeducators
- WES Teachers (at least two have children enrolled)
- WCCC staff, including the Executive Director (one WCCC staff member has a child on the list)
- WCCC Financial Advisor

6. Affected Business Processes or Systems

The church would need to inform the Executive Director well in advance of any events that would require the use of the Billings Room during the after school operation hours, so families could be notified that after school would not be available that day. When the elementary school is closed, the after school groups would not attend WCCC. The center already uses the space for Music, Spanish, and gross motor play, especially when weather does not permit children to go outside, so on those days the groups/classes might switch spaces or have free play in their typical spaces/classrooms. Staffing is key to successfully providing after school enrollment, so continual recruitment of trainees and more qualified staff is required. **One new Teacher started on 12/5/22.**

7. Specific Exclusions from Scope

The after school groups would not operate on days the church requires the use of the Billings Room, or would remove all items for evening events. Room unavailability has only occurred approximately two times in the past 5 years. The after school group/s would also be cancelled, if required staffing ratios could not be met that day.

8. Risk Assessment

The external risks for ASP at WCCC include reduced enrollment if other centers, community organizations, or the public schools decide to offer after school programming. Our focus on Pre-K children and their families helps to mitigate that risk, as most programs for afterschool are for children in K-5. The licensing is different for children in Pre-K, and they cannot ride buses. Less organizations are within walking distance, and are prepared to meet licensing requirements for pre-K age children, which reduces the risk to our program.



The largest risk, which is true for most ECE and afterschool providers, is availability of qualified staff to operate the program with little disruption to services. We are fortunate to have hired a teacher for our ASP program, and we have another teacher who is focusing on leading the new ASP. We have built in some redundancy in staffing over the course of this year, and we are working on connecting with the high school to bring in trainees to work in ASP, gain experience, and hopefully encourage them to consider careers in ECE. While no initiative can prevent all risk to a program/project, having a stable staff with redundancy and very little turnover enables us to expand to create the ASP at this time. There is no way to know if something could occur with our staffing levels that might impact our ability to continue, but we have confidence that we will do all we can to avoid disruption to the children and families of our community.

9. Implementation Plan

- Meeting with WCCC Board on 9/22/2022 to present project and progress
- Liability coverage increased for 50 children
- Meetings to discuss communication and process coordination between school and WCCC have happened
- Survey of interest from current or recent WCCC families has been completed
- Enrollment roll out coordinated with Erin Bucher at WES
- Updated approvals for wastewater, sewer, water, are completed, and Fire Marshall approval is in process **(Completed)**
- Meeting with WCCC, WEDC, and LGK to discuss funding sources held on 9/7/2022
- Proposal to WEDC to request funding for equipment/materials for indoor needs and outdoor needs is in process (see attached **FINANCIAL IMPACT OF CAPACITY EXPANSION** document)
- Application for \$50,000 or more from LGK Make Way for Kids Grant (capacity grant) is in process (Brenda Metzler is our LGK grant advisor). This is the last year for these grants, and they are only open to new programs or existing programs who are increasing licensed capacity.
- Approval by WCCC Board to purchase initial classroom equipment, materials, and supplies to be presented at upcoming board meeting on 9/22/2022, with requested reimbursement from WEDC included in proposal to the board
- Orders being placed for initial equipment, materials, and supplies
- Billing set up in SmartCare for after school classes in process **(Completed)**
- WCCC Parent Handbook to be revised to include After School Program **(Completed)**
- Landing page on WCCC website to be developed

10. High-Level Timeline/Schedule

Target date for WES was initially 9/12/22. Inspections and agencies approval letters are in progress. Purchases need to be made and received to prepare, receive, and install equipment and materials for technical visit by CDD licensor. WCCC hopes to have Fire Marshall approval by end of October 2022 for a targeted start date for attendance in early November 2022. **Update: License expanded to 55 children. ASP began on 12/5/2022.**

11. Attachments

Please see attached estimates and invoices for purchasing and design information.

- Community Playthings design plan and invoice for ASP/Summer classroom
- Financial Impact of Capacity Expansion (updated 12/12/22)

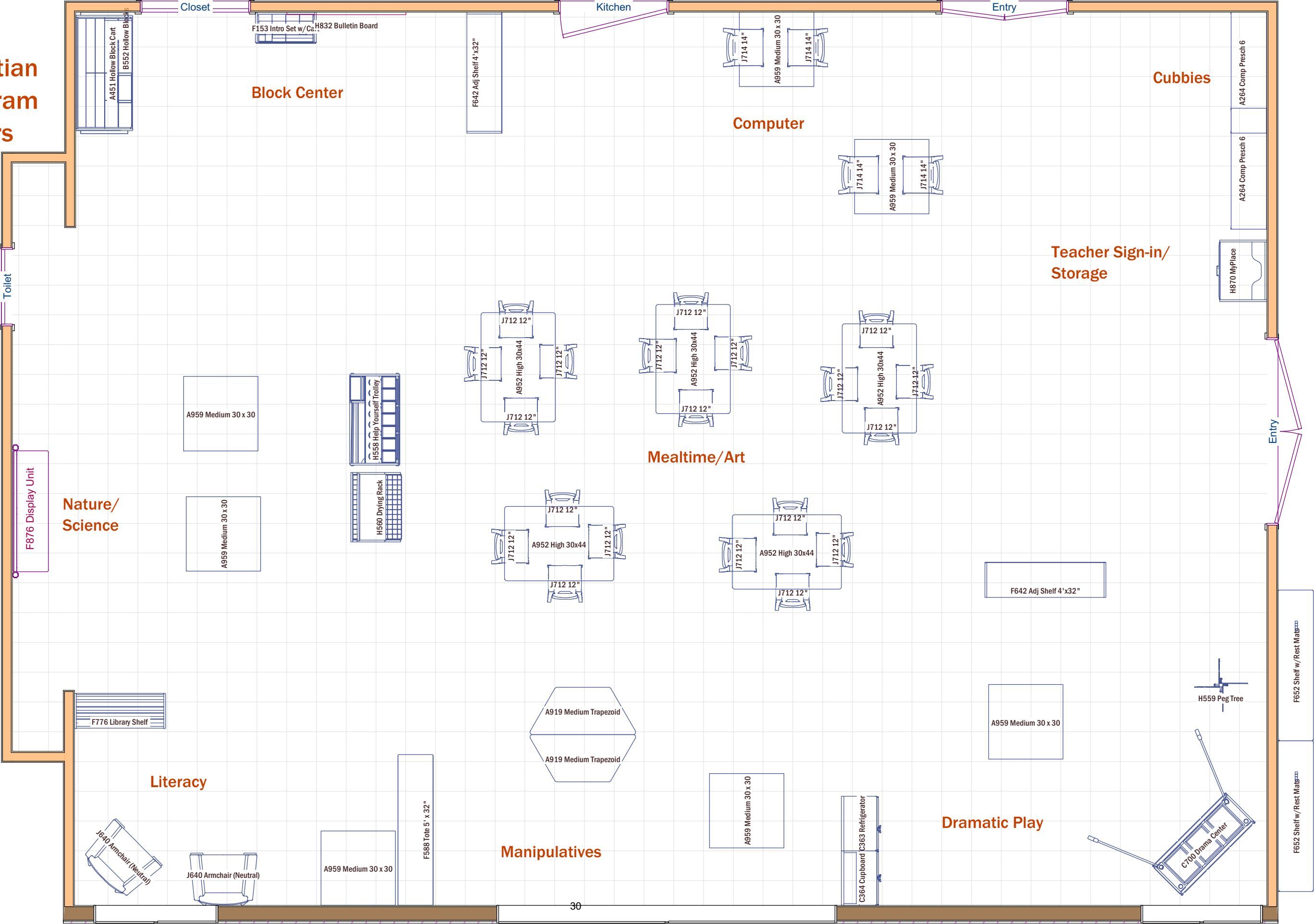
FINANCIAL IMPACT OF CAPACITY EXPANSION

	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023	Aug 2023
Current (steady state) scenario												
Children enrolled	27	27	27	27	28	29	29	29	29	29	29	29
Staffing (FTEs)	8.45	8.45	8.5	9.28	9.28	9.28	9.28	9.28	9.28	9.28	9.28	9.28
Average compensation per FTE*	17.75	17.75	17.77	17.77	17.77	17.77	17.77	17.77	17.77	17.77	17.77	17.77
Average cost of health care/FTE	-											
Impact of Expansion												
Additional children enrolled (20 for after school; 9 summer full day)	-	-	-	14	16	17	18	20	20	9	9	9
Additional staff hired	-	-	1	2	2	2	2	2	2	3	3	3
Additional monthly revenue per child added	-	-	200	667	667	667	667	667	667	1,300	1,300	1,300
Additional revenue generated from new children	-	-	-	9,333	10,667	11,333	12,000	13,333	13,333	11,700	11,700	11,700
Additional revenue generated from price increases	-	-	-	-	-	-	-	-	-	-	-	-
Total additional revenue generated	-	-	-	9,333	10,667	11,333	12,000	13,333	13,333	11,700	11,700	11,700
Cost of increased compensation for existing staff	-	-	-	1,455	1,455	1,455	1,455	1,455	1,455	1,455	1,455	1,455
Cost of health care for existing staff	-	-	-	-	-	-	-	-	-	-	-	-
Cost of new staff (compensation and health care)	-	-	2,240	4,480	4,167	4,167	4,167	4,167	4,167	6,250	6,250	6,250
Total additional cost incurred	-	-	2,240	5,935	5,621	5,621	5,621	5,621	5,621	7,705	7,705	7,705
Net financial impact	-	-	(2,240)	3,399	5,045	5,712	6,379	7,712	7,712	3,995	3,995	3,995
Cumulative net financial impact	-	-	(2,240)	1,159	6,204	11,916	18,295	26,007	33,719	37,714	41,710	45,705
Revenue	30,345	30,345	40,705	40,705	43,108	43,108	43,108	43,108	43,108	43,108	43,108	43,108
Expense	29,718	29,718	39,118	39,118	38,287	38,287	38,287	38,287	38,287	38,287	38,287	38,287
Net Income	627	627	1,587	1,587	4,821	4,821	4,821	4,821	4,821	4,821	4,821	4,821

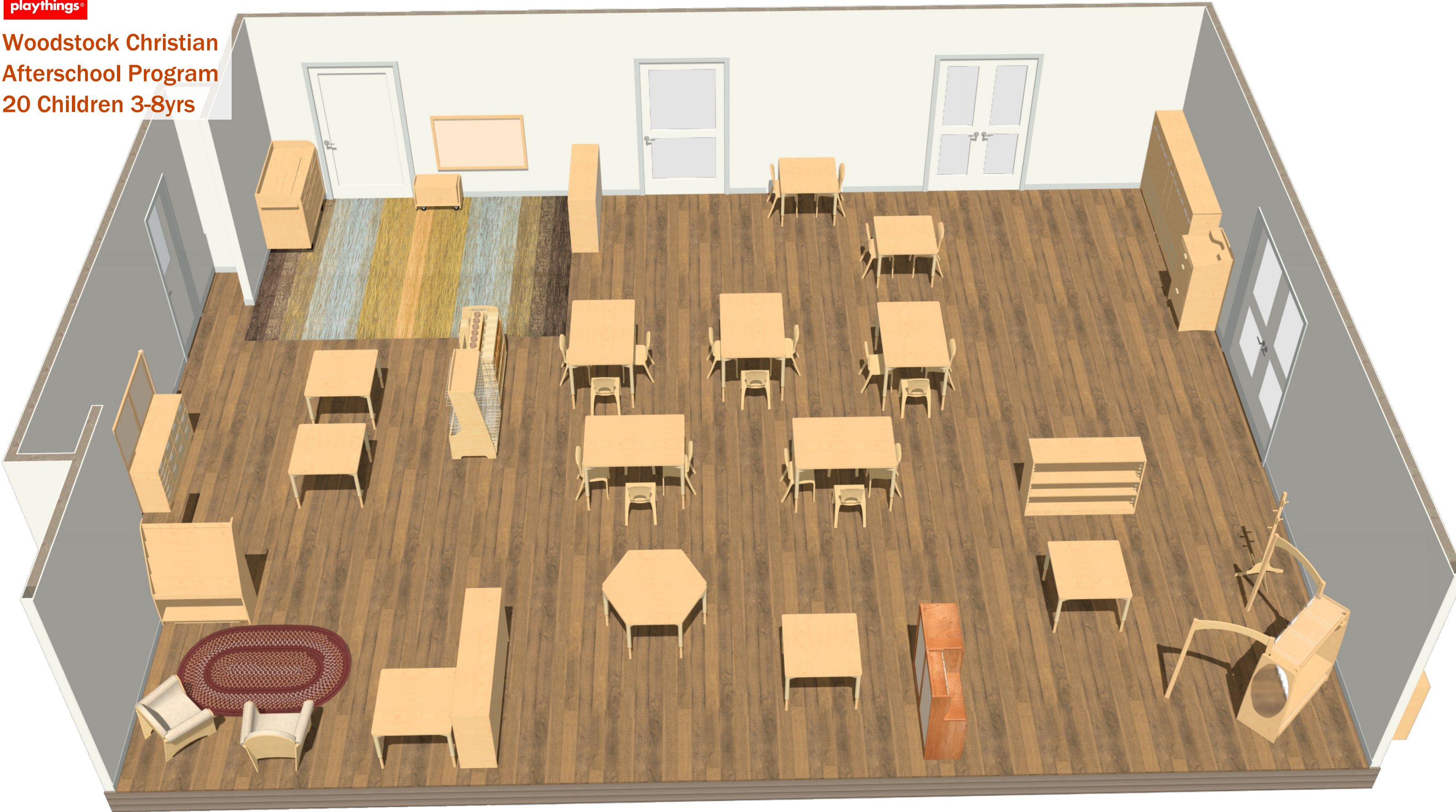
* Includes payroll taxes, excludes benefits



Woodstock Christian
Afterschool Program
20 Children 3-8yrs



Woodstock Christian
Afterschool Program
20 Children 3-8yrs



Customer no: 1944811

Sold to:

Woodstock Christian Child Care
36 Elm Street
Woodstock VT 05091



Community Products LLC
PO Box 2
Ulster Park, NY 12487

Federal Tax ID# 14-1803009
CAGE code: 1M4E6
DUNS: 01-644-8412

Quote #: 05641
Quote date: 11/28/2022
Printed on: 11/28/2022
Terms of Sale: FOB Destination
Payment Terms: Prepay

Ultimate destination:

Woodstock Christian Child Care
36 Elm Street
Woodstock VT 05091

Customer PO number: Quote from Room Design

Qty ordered	Item no.	Description	Tax	Unit price	Extended price
Tables 7	A959	Medium 30" x 30" MultiTable	n	268.00	1,876.00
Tables 5	A952	High 30" x 44" MultiTable	n	343.00	1,715.00
Tables 2	A919	Medium Trapezoidal MultiTable	n	279.00	558.00
Chairs 20	J712	Woodcrest Chair 12"	n	123.00	2,460.00
Chairs 4	J714	Woodcrest Chair 14"	n	135.00	540.00
Block Center 1	A451	Hollow Block Cart	n	550.00	550.00
Block Center 1	B552	Preschool Set Hollow Blocks	n	1,815.00	1,815.00
Block Center 1	F153	Intro Set With Block Cart	n	485.00	485.00

Customer Service
Phone: 800-777-4244
Fax: 800-336-5948

Quote

This quote good until 12/30/2022

Customer no: 1944811

Sold to:

Woodstock Christian Child Care
36 Elm Street
Woodstock VT 05091



Community Products LLC
PO Box 2
Ulster Park, NY 12487

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Payment Terms: Prepay

Ultimate destination:

Woodstock Christian Child Care
36 Elm Street
Woodstock VT 05091

Customer PO number: Quote from Room Design

Qty ordered	Item no.	Description	Tax	Unit price	Extended price
Block Center					
1	H832	Bulletin Board 32" x 48"	n	250.00	250.00
Shelves					
2	F642	Adjustable Shelf 4' x 32"	n	620.00	1,240.00
Shelves					
1	F588	Tote Shelf 32" x 60" Clear Deep Totes	n	1,115.00	1,115.00
Nature Science Display					
1	F876	Display Unit 4' w/ Totes or Baskets Clear Deep Totes Clear Shallow Totes	n	1,050.00	1,050.00
Literacy					
1	F776	Library Shelf	n	485.00	485.00
Literacy					
2	J640	Child's Armchair, Tan	n	410.00	820.00
Art					
1	H560	Drying Rack	n	675.00	675.00
Art					
1	H558	Help Yourself Trolley w/ totes or baskets Clear Deep Totes	n	725.00	725.00
Dramatic Play					
1	C364	Cupboard	n	385.00	385.00
Dramatic Play					
1	C363	Refrigerator	n	450.00	450.00

Customer Service
Phone: 800-777-4244
Fax: 800-336-5948

Quote

This quote good until 12/30/2022

Customer no: 1944811

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Ultimate destination:

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36 Elm Street
Woodstock VT 05091

Customer PO number: Quote from Room Design

Qty ordered	Item no.	Description	Tax	Unit price	Extended price
Dramatic Play 1	C700	Drama Center	n	840.00	840.00
Dramatic Play 1	H559	Peg Tree	n	140.00	140.00
Teacher Sign-in/Storage 1	H870	MyPlace	n	1,025.00	1,025.00
Cubbies 2	A264	Compact Preschool Cubby 6 w/ Compact Totes/Basket A292 Compact Tote	n	1,010.00	2,020.00
Rest Mats 2	F652	Fixed Shelf 5' x 32"	n	795.00	1,590.00
Rest Mats 20	M65	Rest Mat	n	60.00	1,200.00

Customer Service
Phone: 800-777-4244
Fax: 800-336-5948

Quote

This quote good until 12/30/2022

Customer no: 1944811

Sold to:

Woodstock Christian Child Care
36 Elm Street
Woodstock VT 05091



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PO Box 2
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Terms of Sale: FOB Destination
Payment Terms: Prepay

Ultimate destination:

Woodstock Christian Child Care
36 Elm Street
Woodstock VT 05091

Customer PO number: Quote from Room Design

Qty ordered	Item no.	Description	Tax	Unit price	Extended price
----------------	-------------	-------------	-----	---------------	-------------------

Subtotal: 24,009.00

Freight: 0.00

Sales tax: 0.00

Total: 24,009.00

Paid: 0.00

Quote total: \$ 24,009.00

Customer Service
Phone: 800-777-4244
Fax: 800-336-5948

Quote

This quote good until 12/30/2022

THE RAINBOW SCHOOL



Rainbow Playschool

EDC Proposal

Overview

Capacity

Staffing Challenges

Rainbow Solutions

Staffing + Associated Cost

Health Benefits

Financials



Capacity

Rainbow Playschool started the Fall 2022 school year with 7 full time staff, including both the Director and Assistant Director, who were in the classrooms teaching the majority of the time. Additionally, we have one part time staff member.

In order to operate at our fully licensed capacity, we need a minimum of 12 full time employees. We are working to hire a lead infant teacher, a lead 1-2 room teacher, two assistant teachers, and a full time float immediately. This will allow us to expand enrollment by 17-21.

Licensed Capacity: 46 children

Currently serving: 24 children (as of September 2022)

STAFFING CHALLENGES

- Low pay
- Lack of health benefits
- Specific educational requirements that are challenging to find out of state. Additional educational requirements for those to meet who are new to the field (or from out of state).
- Lack of substitutes

RAINBOW SOLUTIONS

Stage 1 - Provide higher hourly wages. Invest in educated professionals who do not meet standard Vermont CCD qualifications. Provide scheduled time during the school day for them to meet these educational requirements.

Stage 2 - Support healthcare benefits

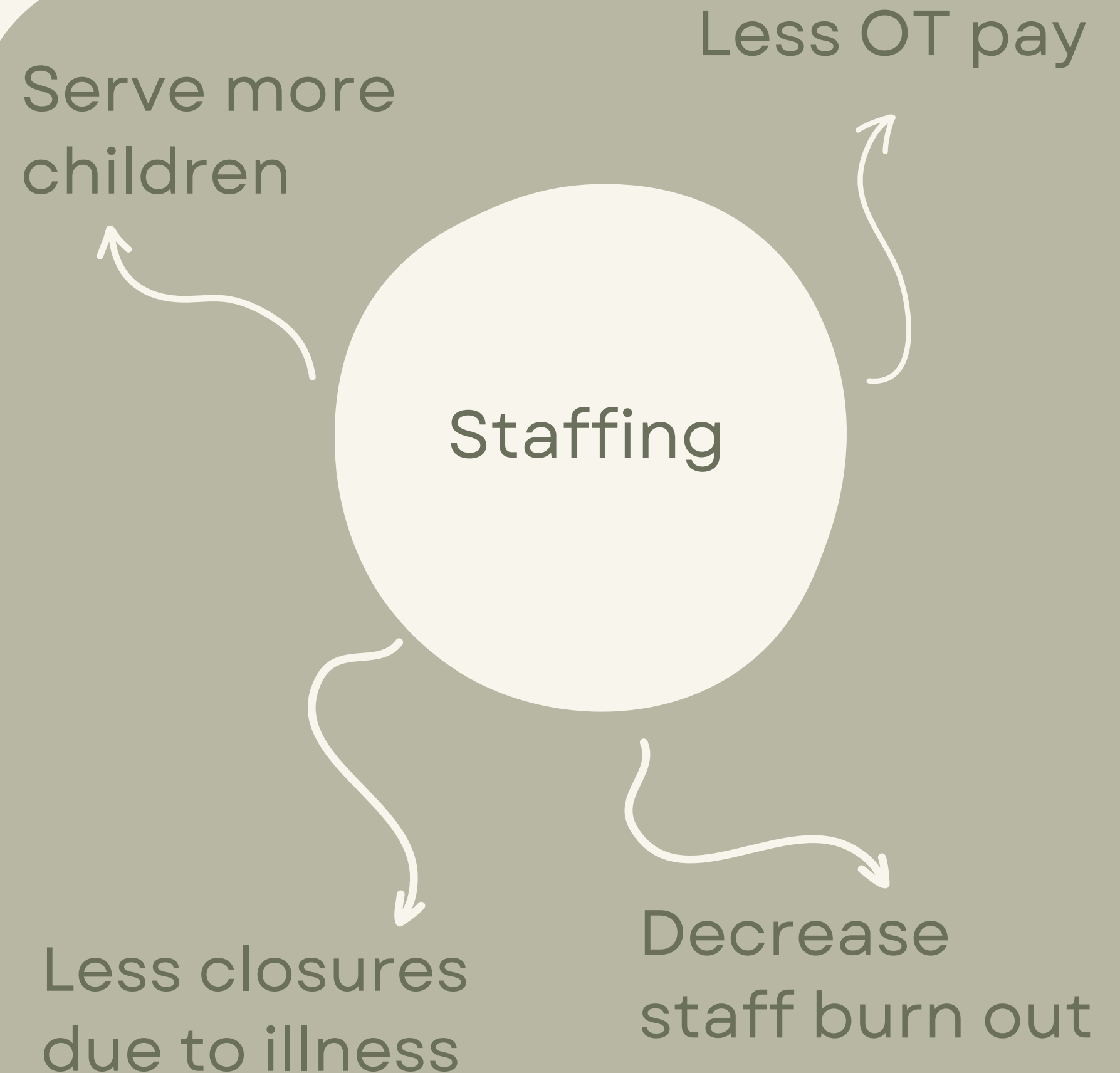
Increase in staff

An increase in our full time staff will allow for an increase in enrollment numbers.

It will also immediately cut back on our OT pay, create the opportunity for our staff to use their well deserved time off and provide us with built in substitutes when staff are out sick.

Additionally it will allow us to support our staff who are willing to continue their education to become lead teacher qualified by allotting them time during the school day to accomplish their coursework.

Lastly, it puts us in a position to create a plan to extend our hours back to 8 am- 5 pm (We are currently 830-430 pm).



Staff to Child Enrollment Increase

Below is an outline of additional staff hires that need to be made and the corresponding number of enrollment slots that we estimate will be added with each hire.

Phase 1 - Increase by 12-14 slots

Asst. infant teacher --> 3 infant children (filled in Nov)

Lead infant teacher --> 3 children (filled 2 in Nov, currently working on filling 1 more infant slot)

Lead 1-2 teacher --> 3-4 children

Asst 1-2 teacher --> 4-5 children

Phase 2 - Additional 6-7 enrollment slots

This would be hiring an additional lead infant/1-2 staff member, which would increase capacity beyond what we have had since opening this building in the Fall of 2019.

Current Progress

As of today, we have 29 children enrolled. Since September, we have been able to hire an assistant teacher and a lead infant teacher who will start with us in January.

We were also able to hire an additional lead teacher staff member to be with us October until our winter break. She unfortunately will be moving to Santa Fe in the New Year. However, she has been wonderful and has relieved us of the last minute scramble when staff are out sick, as well as allowed our Assistant Director and Director, who have been in the classrooms, to alternate time in the office during the day.

We have several staff members enrolling in additional classes to further their education and become lead teachers. Our goal is to ensure all staff are making a minimum of \$21/hr before the end of our year.

As we are based in Woodstock, the majority of our families reside and/or work in Woodstock. This is true of our waitlist as well as new children currently enrolled this fall.

2021/22 vs. 2022/23 Payroll Increase

Our total payroll for the 2021/22 school year projected out based on 12 full time staff was \$461,265 with wages beginning at \$13/hr.

For the Fall 2022/23 year we are looking at \$565,591 with wages beginning at \$21/hr by the end of the year.

This is almost a 23% difference in wages that cannot be covered by our current school year tuition rates.

STAGE 2:

Health
Benefits

Staffing & Health Benefits

Over the course of the last 12 months, we have lost several candidates to jobs outside of the childcare sector based on their ability to receive full healthcare benefits from other companies, in addition to not needing additional coursework to experience upward mobility in their career.

Our solution to ensure applicants are not declining opportunities in childcare based on healthcare, is to offer an equivalent full time healthcare benefit.

All of our staff will qualify for state assistance under Vermont Health Connect with the new income tables for 2023. As such, we will be offsetting the uncovered costs of our staff's health plans with a monthly health + wellness stipend, so our staff are not paying out of pocket for their healthcare.

This will roughly cost Rainbow \$60-90k with 12 full time employees for 2023.



Creating a sustainable business model

Financials

We are asking the EDC for funds to help offset costs during this expansion.

These funds will offset losses due to the following:

- Staggered increase in staff: It has been taking us roughly 2-3 months between new hires.
- Delayed child enrollment: Once a staff member starts, there is a delay before we can enroll new children as they have 2 weeks of orientation. The process of enrolling new students from the waitlist also takes a couple weeks between outreach and when the child starts. Both of these elements have been taken into consideration on these projections.
- Healthcare stipend offset for staff beginning Jan 2023
- Higher wages not supported by our current tuition rates

Sustainable Business Model

As you will see from the financial projections, we are estimating cumulative losses of 128k as we work to hire more staff and increase enrollment.

Within 15 months we will reach a financially sustainable business model.

Our tuition from both expanded enrollment and an annual tuition raise (beginning Summer 2023), will cover our expenses; including a larger team of staff members, higher wages for all employees and healthcare costs for all full time employees.

We have built risk factors into our projections in order to mitigate unforeseen losses. Our projections are conservative estimates and take into consideration a long enrollment lag between new hires and onboarding new students.

Grant Request

We are seeking \$140,000 from the EDC to cover costs to hire 5 additional staff, increase enrollment by 17-21 children ages 6 weeks to 3 years old, as well as support higher wages and offset healthcare costs for our staff.

This amount covers the 128k losses we are currently projecting along with a 10% contingency. Should it take a month longer to hire a staff member or a couple weeks longer than anticipated to fill enrollment slots, the 10% contingency would help offset some of those losses.

This capital investment from the EDC will allow Rainbow to be a self-sustaining childcare program that not only continues to support the need of our community, but also supports our staff with wages and benefits that are commensurate with their work, responsibility and their importance to our community.



Thank
you for
your
support.

FINANCIAL IMPACT OF CAPACITY EXPANSION																
Rainbow Childcare																
	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023	Aug 2023	Sept 2023	Oct 2023	Nov 2023	Dec 2023
Current (steady state) scenario																
Children enrolled	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24
Staffing (FTEs)	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
Average compensation per FTE*	45,500															
Average cost of health care/FTE	-															
Revenue	31,400	31,400	31,400	31,400	31,400	31,400	31,400	31,400	31,400	31,400	31,400	31,400	31,400	31,400	31,400	31,400
Expense	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)
Net Income	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)
Impact of Expansion (hire 5 people)																
Additional children enrolled	-	1	3	4	7	8	10	11	11	12	14	15	15	17	19	21
Additional staff hired	-	1	1	1	2	2	3	3	3	4	4	4	5	5	5	5
Additional monthly revenue per child added	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
Additional revenue generated from new children	-	1,400	4,200	5,600	9,800	11,200	14,000	15,400	15,400	16,800	19,600	21,000	21,000	23,800	26,600	29,400
Additional revenue generated from price increases	-	-	-	-	-	-	-	-	-	4,800	5,067	5,200	5,200	5,467	5,733	6,000
Total additional revenue generated	-	1,400	4,200	5,600	9,800	11,200	14,000	15,400	15,400	21,600	24,667	26,200	26,200	29,267	32,333	35,400
Cost of increased compensation for existing staff		4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Cost of health care for existing staff					4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Cost of new staff (compensation and health care)	-	4,208	4,208	4,208	8,417	8,417	12,625	12,625	12,625	16,833	16,833	16,833	21,042	21,042	21,042	21,042
Total additional cost incurred	-	8,708	8,708	8,708	16,917	16,917	21,125	21,125	21,125	25,333	25,333	25,333	29,542	29,542	29,542	29,542
Net financial impact	-	(12,908)	(10,108)	(8,708)	(12,717)	(11,317)	(12,725)	(11,325)	(11,325)	(9,333)	(6,267)	(4,733)	(8,942)	(5,875)	(2,808)	258
Cumulative net financial impact	-	(12,908)	(23,017)	(31,725)	(44,442)	(55,758)	(68,483)	(79,808)	(91,133)	(100,467)	(106,733)	(111,467)	(120,408)	(126,283)	(129,092)	(128,833)
* Includes payroll taxes, excludes benefits																

THE COMMUNITY CAMPUS

Background

At TCC our unique value proposition is to offer families flexible, accessible, child-care options and a core curriculum based on the principals of building connection across age groups, brain development through play-based movement, and social emotional learning.

TCC provides the following child-care services to kids age 5-12. 100% of after school care current enrollment in TCC are children from Woodstock Elementary School. 85% of respondents to a recent survey of TCC families said that they live or work in Woodstock.

After-school care:

- 5, 8-week sessions where parents enroll a month in advance for only those days that they need care.

Teacher in-service and school vacation weeks:

- February break
- April break
- 1 Wednesday morning per month to accommodate delayed start in-service days
- Town Meeting Day

Summer camp:

- 4, 2-week sessions of summer camp offered during the summer months not covered by Summer SOAK.

Request

A one-time grant of \$30,000 will enable TCC to expand our program from an average of 18 children daily to an average of 32 children daily. We will do this by hiring 3 new staff over the next 18 months, retaining our current full-time staff by extending health care options, and improving our program services with increased supplies to meet expanded enrollment needs.

Increased enrollment is dependent on hiring and retaining excellent staff. We need to be able to retain our full-time employee by offering health care benefits and guarantee part-time after school care employees a minimum number of hours at a competitive wage. We are confident that we can expand enrollment over time with new staff and can project a positive annual return for TCC based on increased tuition revenue.

January 2023-August 2024 projections:

Costs of new staff and health care

Costs of program services

Total costs

Projected income

Net financial impact:

Key risks

TCC is currently operating without a cash reserve which makes it risky for us to expand when we expect to see months of negative cash flow as enrollment fluctuates during our growth period.

In many programs, families are required to enroll for an entire year in-order to secure a spot for their child. At TCC we offer a flexible model to accommodate changing schedules, requiring parents to sign up only for the days they need, based on seasonality.

As a result of this model, our enrollment fluctuates through-out the year. While we are break-even at the end of the year, we do not have a cash reserve that helps to balance negative months with positive months.

If enrollment drops below these thresholds we are unable to break even.

At 1 new hire: 24 kids

At 2 new hire: 19 kids

At 3 new hire: 31 kids

An EDC grant is a one-time request that will help us manage cash flow and take on the short-term risks associated with any lag time between increasing operating costs and scaling enrollment.

FINANCIAL IMPACT OF CAPACITY EXPANSION

Template

	Overlap Months										
	Summer	Section 1 (40 days)		Section 2 (33 Days)		Section 3 (34 Days)		Section 4 (33 Days)		Section 5 (34 Days)	
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	2022	2022	2022	2022	2022	2023	2023	2023	2023	2023	2023
Current (steady state) scenario											
Children enrolled average per day	13	18	18	18	18	18	18	18	18	18	18
Staffing (FTEs)	2	2	2	2	2	2	2	2	2	2	2
Average compensation per FTE*	7,700	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	7,700
Average cost of health care/FTE	-	-	-	-	-	-	-	-	-	-	-
Programming	14,375	-	13,137	1,125	12,850	550	15,110	1,580	15,470	350	15,500
Other Revenue	1,814	16,814	1,814	2,935	1,814	1,814	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
Revenue	16,189	16,814	14,951	4,060	14,664	2,364	15,110	1,580	15,470	350	15,500
Expense	(13,279)	(11,168)	(10,539)	(11,168)	(10,539)	(8,322)	(8,778)	(10,350)	(8,271)	(7,964)	(12,214)
Net Income	2,910	5,646	4,412	(7,108)	4,125	(5,958)	6,332	(8,770)	7,199	(7,614)	3,286
Impact of Expansion (hire 3 people)											
Additional children enrolled	-	-	-	-	1	2	5	5	7	9	9
Additional staff hired	-	-	-	-	-	-	1	1	1	1	1
	-	-	-	-	-	-	-	-	-	-	-
Additional monthly revenue per child added	-	-	-	-	380	380	380	380	380	380	380
Additional revenue generated from new children	-	-	-	-	-	760	1,900	1,900	2,660	3,420	3,420
Additional revenue generated from price increases	-	-	-	-	-	-	-	-	-	-	-
Total additional revenue generated	-	-	-	-	-	760	1,900	1,900	2,660	3,420	3,420
Cost of Increased supplies	-	-	-	-	-	-	-	-	-	-	-
Cost of increased compensation for existing staff	-	-	-	-	-	-	-	-	-	-	-
Cost of health care for existing staff	-	-	-	-	-	1,200	1,200	1,200	1,200	1,200	1,200
Cost of new staff (compensation and health care)	-	-	-	-	-	-	1,380	1,380	1,380	1,380	1,380
Total additional cost incurred	-	-	-	-	-	1,200	2,580	2,580	2,580	2,580	2,580
Net financial impact	-	-	-	-	-	(440)	(680)	(680)	80	840	840
Cumulative net financial impact	-	-	-	-	-	(440)	(1,120)	(1,800)	(1,720)	(880)	(40)

* May to June for Summer Camp/Same for AFS for August to September

* Includes payroll taxes, excludes benefits

FINANCIAL IMPACT OF CAPACITY EXPANSION

Template

May to June and August to September

	Summer Section (40 days)		Section 1 (40 days)		Section 2 (33 Days)		Section 3 (34 Days)	
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
	2023	2023	2023	2023	2023	2023	2024	2024
Current (steady state) scenario								
Children enrolled average per day	13	13	18	18	18	18	18	18
Staffing (FTEs)	2	2	2	2	2	2	2	2
Average compensation per FTE*	7,700	7,700	5,600	5,600	5,600	5,600	5,600	5,600
Average cost of health care/FTE	-	-	-	-	-	-	-	-
Programming	17,500	14,400	-	13,137	1,125	12,850	550	15,110
Other Revenue	-	-	-	-	1,121	-	-	-
Revenue	17,500	14,400	-	13,137	2,246	12,850	550	15,110
Expense	(11,332)	(13,279)	(11,168)	(10,539)	(11,168)	(10,539)	(8,322)	(8,778)
Net Income	6,168	1,121	(11,168)	2,598	(8,922)	2,311	(7,772)	6,332
Impact of Expansion (hire 3 people)								
Additional children enrolled	10	10	13	13	15	15	15	15
Additional staff hired	2	2	3	3	3	3	3	3
Additional monthly revenue per child added	1,100	1,100	380	380	380	380	380	380
Additional revenue generated from new children	11,000	11,000	4,940	4,940	5,700	5,700	5,700	5,700
Additional revenue generated from price increases	-	-	-	-	-	-	-	-
Total additional revenue generated	11,000	11,000	4,940	4,940	5,700	5,700	5,700	5,700
Cost of Increased supplies	300	300	300	300	300	300	300	300
Cost of increased compensation for existing staff	-	-	-	-	-	-	538	538
Cost of health care for existing staff	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,320
Cost of new staff (compensation and health care)	4,600	4,600	3,450	3,450	3,450	3,450	3,450	3,450
Total additional cost incurred	6,100	6,100	4,950	4,950	4,950	4,950	5,488	5,608
Net financial impact	4,900	4,900	(10)	(10)	750	750	212	92
Cumulative net financial impact	4,860	9,760	9,750	9,740	10,490	11,240	11,452	11,544

* May to June for Summer Camp/Same for AFS for August to Sep

* Includes payroll taxes, excludes benefits

FINANCIAL IMPACT OF CAPACITY EXPANSION

Template

	Section 4 (33 Days)		Section 5 (34 Days)		Summer Section (40 days)		
	Mar	Apr	May	Jun	Jul	Aug	
	<u>2024</u>	<u>2024</u>	<u>2024</u>	<u>2024</u>	<u>2024</u>	<u>2024</u>	
Current (steady state) scenario							
Children enrolled average per day	18	18	18	13	13	12	
Staffing (FTEs)	2	2	2	2	2	2	
Average compensation per FTE*	5,600	5,600	5,600	7,700	7,700	7,700	
Average cost of health care/FTE	-	-	-	-	-	-	
Programming	1,580	15,470	350	15,500	17,100	14,400	
Other Revenue			-	-	-	-	
Revenue	1,580	15,470	350	15,500	17,100	14,400	
Expense	(10,350)	(8,271)	(7,964)	(12,214)	(11,332)	(13,279)	
Net Income	(8,770)	7,199	(7,614)	3,286	5,768	1,121	-3,882
Impact of Expansion (hire 3 people)							
Additional children enrolled	15	15	15	15	20	20	
Additional staff hired	4	4	4	4	4	4	
Additional monthly revenue per child added	380	380	380	380	1,100	1,100	
Additional revenue generated from new children	5,700	5,700	5,700	5,700	22,000	22,000	
Additional revenue generated from price increases	-	-	-	-	-	-	
Total additional revenue generated	5,700	5,700	5,700	5,700	22,000	22,000	
Cost of Increased supplies	300	300	300	300	400	400	Burn Rate 6 month
Cost of increased compensation for existing staff	538	538	538	630	630	630	572.5 3435
Cost of health care for existing staff	1,320	1,320	1,320	1,320	1,320	1,320	1242 7452
Cost of new staff (compensation and health care)	4,140	4,140	4,140	4,140	9,200	9,200	3588 21528
Total additional cost incurred	6,298	6,298	6,298	6,390	11,550	11,550	
Net financial impact	(598)	(598)	(598)	(690)	10,450	10,450	
Cumulative net financial impact	10,946	10,348	9,750	9,060	19,510	29,960	

* May to June for Summer Camp/Same for AFS for August to Sep

* Includes payroll taxes, excludes benefits

Woodstock Municipal Manager 2023 Goals & Objectives

Financial

- Identify areas for operating a capital **cost avoidance** without negatively impacting the overall quality of municipal infrastructure and services.
- Identify and secure **grants** or other external funding opportunities that further the needs and interests of the town and village.
- Develop a comprehensive **annual budget** in coordination with department heads, elected boards, Capital budget and Finance Committee August 2023 and January 2024 for approval by voters at Town and Village Meetings in March 2024.
- Compile and regularly update a list of **capital item requests** as presented by the various departments with the capital budget and finance committee.
- In coordination with the Municipality's external auditor and appropriate municipal staff, pursue **changes to existing policies** and financial management practices that will enhance internal controls and/or otherwise lead to clean annual audits.

Human Resources & Personnel

- Develop a sufficiently detailed **performance evaluation protocol** and complete annual performance reviews with employees directly supervised by the Municipal Manager.
- With Department Heads, **plan for staff retirements** that will likely take place over the next three to five years.

Community Relations & External Communications

- Create a **strategic plan to regularly communicate** out events, updates and relevant policies to the public.

Economic Development

- In coordination with relevant department heads, committees and elected officials, work to provide infrastructure needed to increase and **improve the economic development** in the Town and Village.

Physical Infrastructure & Public Works

- **Eliminate trip hazards on sidewalks**, with emphasis on the village business district.

Emergency Services

- Work with Police and Fire Chiefs to ensure **accessibility of all Woodstock homes** and businesses to receive emergency services. 11

Service & Support of Town Selectboard & Village Trustees

- Develop process for **flow of communication** between elected officials and municipal manager

Robert Sollinger <robert_sollinger@gensler.com>

Administrative Assistant

Dear Nicole,

Thanks again for meeting with me this afternoon. As agreed, please relay my request to the Select Board for consideration to waive accrued interest and penalties on my sewer taxes for FY2021 and FY2022.

Your records show that Sewer Bills for both yearly taxes were only sent to the previous owners of my home, and I received no notice of Sewer Bills due until the attached Delinquent Notice was sent on Jan 3, 2023. Copies of all three documents are attached.

Sincerely,

Robert Sollinger

TOWN/VILLAGE OF WOODSTOCK
PO BOX 488
WOODSTOCK VT 05091
802-457-3456
DELINQUENT SEWER BILL NOTICE AS OF 01/03/2023

PARCEL NUMBER : 20.52.48-00A

SOLLINGER ROBERT
20 RIVER ST
WOODSTOCK VT 05091

Taxes Assessed Against You

Year	Principal	Interest	Penalty	Other	Total Location
FY2021S	596.50	176.04	47.72	0.00	820.26 20 RIVER STREET
FY2022S	657.00	88.73	52.56	0.00	798.29 20 RIVER STREET

TOTAL AMOUNT DUE 1,618.55

Please Remit to :

DELINQUENT TAX COLLECTOR
WOODSTOCK SEWER
TOWN OF WOODSTOCK
PO BOX 488
WOODSTOCK VT 05091

Checks are to be made PAYABLE to Woodstock Sewer.

TOWN OF WOODSTOCK

PO BOX 488 * WOODSTOCK, VT 05091 - 0488

OFFICE HOURS

8:00AM - 4:30PM M - F
(802) 457 - 3456**SEWER BILL**USAGE FIGURES PROVIDED BY WOODSTOCK
AQUEDUCT CO.

BILLING DATE	ACCOUNT NUMBER	BILLING PERIOD	
		FROM	TO
01/10/2023	20.52.48.00A	07/01/20	06/30/21
LOCATION OF SERVICE		BILLING RATE PER 100 CU. FT.	USAGE CUBIC FEET SEWER
20 RIVER ST 40-00130001		11.9300	5,000
DUE DATE ON OR BEFORE 04/23/2021		TOTAL AMOUNT DUE	596.50

RIVER WOODSTOCK LLC
ZUCKER DONALD & BARBARA
101 WEST 55TH STREET
NEW YORK NY 10019

PAYMENT DUE ON OR BEFORE	04/01/21
8% PENALTY FEE ASSESSED	04/02/21
INTEREST AT 1% MONTHLY UNTIL AND 1.5% THEREAFTER.	07/02/21

MAKE CHECKS PAYABLE TO:
SEWER DEPARTMENT

REMIT TO:
TREASURER
PO BOX 488
WOODSTOCK VT 05091

* MINIMUM CHARGE 5,000 CU. FT. / 1 PERSON, 7500 CU. FT. / 2 PERSON, 10,000 CU. FT., 3 PERSON

TOWN OF WOODSTOCK

PO BOX 488 * WOODSTOCK, VT 05091 - 0488

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RIVER WOODSTOCK LLC
ZUCKER DONALD & BARBARA
101 WEST 55TH STREET
NEW YORK NY 10019



122002161

PAYMENT DUE ON OR BEFORE	04/01/21
8% PENALTY FEE ASSESSED	04/02/21
INTEREST AT 1% MONTHLY UNTIL AND 1.5% THEREAFTER.	07/02/21

MAKE CHECKS PAYABLE TO:
SEWER DEPARTMENT

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PO BOX 488
WOODSTOCK VT 05091

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TOWN OF WOODSTOCK

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101 WEST 55TH STREET
NEW YORK NY 10019



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RIVER WOODSTOCK LLC
ZUCKER DONALD & BARBARA
101 WEST 55TH STREET
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RIVER WOODSTOCK LLC
ZUCKER DONALD & BARBARA
101 WEST 55TH STREET
NEW YORK NY 10019

122002161

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SEWER DEPARTMENTREMIT TO:
TREASURER
PO BOX 488
WOODSTOCK VT 05091

* MINIMUM CHARGE 5,000 CU. FT. / 1 PERSON, 7500 CU. FT. / 64 PERSON, 10,000 CU. FT., 3 PERSON

**Town of Woodstock
Select Board Meeting
January 3, 2023
10:00 am
Town Hall & Zoom
Minutes**

Draft minutes are subject to approval.

Present: Chair Joe Swanson, Ray Bourgeois, Mary Riley, Susan Ford, Tom Yennerell, Brittney Pojacak, Fire Chief David Green, Tess Hunter, Jill Davies, Steve Bauer, Jon Spector, Zoie Parent, Police Chief Robbie Blish, Beth Therrien

A. Call to order

1. Chair Swanson called the Select Board Meeting of January 3, 2023, to order at 10:00 am.

B. Citizen comments – none.

C. Additions to & deletions from posted agenda – none.

D. Manager's report – none.

E. Old business

1. Inter Local Police Contract

- a. Chair Swanson stated that the Town pays for one officer. The Police Department hired an additional officer in 2006 when they created the contract with the Town.
- b. Ms. Ford stated that she would like the contract to state that it is for one officer.

Motion: by Ms. Ford to approve the Inter Local Police Contract with the amendment that it state that it is for one officer and one vehicle.

Seconded: by Mr. Bourgeois.

Discussion: none.

Vote: 4-0-0, passed.

2. FY24 budget

- a. Agreed to pay \$1,000 towards the Woodstock Elementary parking lot.
 - i. Would like to ask for overnight parking for Fridays and Saturdays.
- b. Agreed to 60/40 split in Planning & Zoning. 60% Town and 40% Village.

Motion: by Mr. Bourgeois to put \$50,000 from the FY2022 surplus and transfer the unassigned funds to the general fund.

Seconded: by Ms. Riley.

Discussion: none.

Vote: 4-0-0, passed.

Motion: by Mr. Bourgeois to fund up to \$140,000 from a combination of Capital Reserve and other available funds for air packs.

Seconded: by Ms. Ford.

Discussion: none.

Vote: 4-0-0, passed.

c. There will be a special meeting on 1/10/23 at 10:00 am to finalize the budget.

F. New business – none.

G. Other business – none.

H. Approval of minutes

1. 12/20/22 minutes

Motion: by Mr. Bourgeois to approve the minutes of 12/20/22 as submitted.

Seconded: by Ms. Riley.

Discussion: none.

Vote: 4-0-0, passed.

I. Adjournment

Motion: by Mr. Bourgeois to adjourn the meeting at 11:31 am.

Seconded: by Ms. Ford.

Discussion: none.

Vote: 4-0-0, passed.

*Respectfully submitted,
Nikki Nourse*

**Town of Woodstock
Select Board Special Meeting
January 10, 2023
10:00 am
Town Hall & Zoom
Minutes**

Draft minutes are subject to approval.

Present: Chair Joe Swanson, Ray Bourgeois, Mary Riley, Keri Cole, Susan Ford, Tom Yennerell, Nikki Nourse, Tess Hunter, Zoie Parent, Jon Spector, Mark Hunter

A. Call to order

- a. Chair Swanson called the Select Board Special Meeting of January 10, 2023, to order at 10:00 am.

B. Citizen Comments – none.

C. Additions to & deletions from posted agenda – none.

D. FY24 budget

- a. \$96,300 was collected last year for the South Woodstock bond repayment. That number was put together prior to having information from the Bond Bank. They now know that the payment is going to be \$105,853. That is the number they have in this budget. They can reduce the sewer bond collection in the sewer budget by \$19,000 for five years. Consumption fees for next year would be \$1,188,610.

Motion: by Mr. Bourgeois to accept the Town budget in the amount of \$7,885,988 for FY24.

Seconded: by Ms. Ford.

Discussion: Ms. Ford stated that she is not entirely comfortable with the budget. There is room to improve. The Finance Committee did a lot of work. They have plans for next year that will make everyone more comfortable with next year's budget.

Ms. Riley agreed.

Vote: 5-0-0, passed.

Motion: by Mr. Bourgeois to approve the sewer budget with the sewer consumption fees reduced to \$1,188,610 and to take the \$96,300 of collected fees from last year and divide that up the next five years reducing the payment by \$19,000 each year.

Seconded: by Ms. Riley.

Discussion: none.

Vote: 5-0-0, passed.

E. Other business – none.

F. Adjournment

Motion: by Mr. Bourgeois to adjourn the meeting at 10:23 am.

Seconded: by Ms. Ford.

Discussion: none.

Vote: 5-0-0, passed.

*Respectfully submitted,
Nikki Nourse*