



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, Ottawaquechee Health Foundation, Creative Lives, BarnArts Center for the Arts, and JAG.



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



BRIDGEWATER  
COMMUNITY CHILDCARE  
**Expansion Project Budget**

	<b>Funds Requested</b>	<b>Cash Match</b>		<b>BUDGETED Total Project Cost</b>
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
<b>SUBTOTAL</b>	<b>\$13,610.00</b>	<b>\$13,610.00</b>		<b>\$62,760.00</b>
Equipment	\$30,000.00	\$11,600.00		\$41,600.00
Construction/ Renovation	\$67,550.00	\$29,759.00		\$97,309.00
<b>TOTAL</b>	<b>\$100,000.00</b>	<b>\$95,669.00</b>		<b>\$201,669.00</b>



## 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**

<b>Current Revenue (Month)</b>		<b>Expanded Revenue (Month)</b>	
# 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
<b>Total Revenue</b>	<b>\$ 15,600.00</b>	<b>Total Revenue</b>	<b>\$ 46,800.00</b>
<b>Expenses</b>		<b>Expenses</b>	
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
<b>Total Expenses</b>	<b>\$15,600.00</b>	<b>Total Expenses</b>	<b>\$ 46,800.00</b>
<b>Net Surplus (Deficit)</b>	<b>\$0.00</b>	<b>Net Surplus (Deficit)</b>	<b>\$0.00</b>

\*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.

<b>Budget</b>	<b>Estimates</b>	<b>Budget Narrative</b>
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.
<b>SUBTOTAL</b>	<b>\$86,480.00</b>	

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  
[kbirminghambcenter@gmail.com](mailto:kbirminghambcenter@gmail.com)  
(802) 396-0081

**Signature:** *Kristiana Ploss Birmingham*

**Date:** 11/18/22