

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 M.

	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		
	2024	2024	2024	2024	2024	2024		
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