



A G E N D A
CITY OF WAUPUN COMMUNITY DEVELOPMENT
AUTHORITY MEETING
Waupun City Hall – 201 E. Main Street, Waupun WI
Tuesday, July 18, 2023 at 7:45 AM

The CDA will meet in person or via Zoom. Zoom access information is provided below.

Join Zoom Meeting: <https://us02web.zoom.us/j/81688878843?pwd=S0h0dHhXVzJEMFBFNExPbINqQ1pPdZ09>

Meeting ID: 816 8887 8843

Passcode: 566727

Phone: 312 626 6799 US (Chicago)

CALL TO ORDER

ROLL CALL

CONSIDERATION - ACTION

1. Elect a Committee Vice-Chair
- [2.](#) Approve Minutes from June 20, 2023 CDA Meeting
- [3.](#) Approve CDA Financials for June 2023
- [4.](#) Review Outstanding Applications
- [5.](#) Targeted Reinvestment Application for Wee Care 1 W Brown St

CONSIDERATION - ACTION

6. City Administrator Update
7. Future Planning

ADJOURNMENT

Upon reasonable notice, efforts will be made to accommodate disabled individuals through appropriate aids and services. For additional information, contact the City Clerk at 920-324-7915.



MINUTES
CITY OF WAUPUN COMMUNITY DEVELOPMENT
AUTHORITY MEETING
Waupun City Hall – 201 E. Main Street, Waupun WI
Tuesday, June 20, 2023 at 8:00 AM

Meeting called to order Mayor Bishop at 8 a.m.

Roll call taken. Present: Mayor Bishop, Gary DeJager, Sue Vandenberg, Derek Drews, Cassandra Verhage are present. Absent and excused is Bobbi Joe Kunz. Also presented, Kate Bresser, Glenn Marwitz, Administrator Schlieve and Assistant Administrator Langenfeld.

Bishop recognizes members of the committee and thanks them for their long-standing commitment and work to improve the City's downtown. Motion Vandenberg, second Vanderkin to remove City Clerk/Treasurer, City Attorney, Director of Public Works, and Fond du Lac County Economic Development Corporation as ex-officio members of the board.

Motion DeJager, second Vandenberg to move meeting date to the third Tuesday of each month, starting at 7:45 a.m. Carried unanimously.

Motion Vandenberg, second Vanderkin to approve CDA Minutes from April 18, 2023 and June 14, 2023 Meetings. Carried unanimously.

Motion DeJager, second Drews to approve CDA Financials for 2023 as presented. Carried unanimously.

An application for Weaving It Up to You is cancelled as building is sold. Administrator Schlieve provides an overview of outstanding applications for Wind & Unwined, Broken Threads, and K's Boutique. Wind & Unwined is in process but Schlieve recommends an extension through September 30, 2023. Broken Threads and K's are both reporting delays with contractors and/or supplies. Schlieve notes that there is time and we should monitor progress. Motion Verhage, second Drews to extend Wind & Unwined grant through September 30, 2023. Carried unanimously.

Glenn Marwitz presents application for Judson's located at 416 E Main St. Business is painting exterior of front façade and adding updated signage. Motion Verhage, second Vandenberg to approve matching grant up to \$5,000 for the project. Carried unanimously.

Kate Gysbers presents application for 307 E Main St. Gysber's Jewelry acquired the building and is expanding into the space. Motion Vandenberg, second DeJager to approve targeted reinvestment grant of \$39,300 for the project. Carried unanimously.

Administrator Schlieve provides an update, announcing that the City has received a Vibrant Space grant to create a food truck alley in the downtown green space east of Stone & Suede and that we are pending on a large DNR grant for the west-side plaza. Staff continue to look for space for new businesses looking to locate in Waupun. Schlieve indicates that BID is putting \$5,000 into marketing the downtown and that a group of businesses are working with Inspire Magazine and have placed a billboard advertising along US 151 North of Beaver Dam. Schlieve reports that bids for the Senior Center project have been accepted and that the team is moving into a fundraising stage and that the City intends to sell the existing building when construction is completed. Design WI with the UW Extension team will conduct the Design Charrette on September 18 & 19 and individuals are asked to reserve those dates on calendars.

No advanced planning.

Motion Verhage, second Vanderkin to adjourn meeting. Carried unanimously. Meeting adjourns at 8:29 a.m.



CDA Financial Statement

For the Month Ending: **6/30/2023**

BUDGET

REVENUE	\$ 159,598
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EXPENSE	Budget Amt	YTD Actual	Balance
WAGES	\$ 15,116	\$ (8,996)	\$ 6,120
PROFESSIONAL SERVICES/AUDIT FEES	\$ 1,000	\$ (2,774)	\$ (1,774)
DEBT PAYMENTS	\$ 32,967	\$ -	\$ 32,967
PAYOUT FOR 2021 PROJECTS	\$ 28,025	\$ -	\$ 28,025
IMPROVEMENT PROJECTS	\$ 40,000	\$ -	\$ 40,000
TARGETED INVESTMENT/STREETSCAPING	\$ 53,971	\$ (3,650)	\$ 50,321
TOTAL EXPENSE	\$ 171,079	\$ (15,420)	\$ 155,659

AVAILABLE PROJECT FUNDS

IMPROVEMENT PROJECTS	\$ (9,300)
TARGETED INVESTMENTS/STREETSCAPING	\$ 50,321
CARRYOVER FUNDS PRIOR YEAR(S)	\$ 79,374
REIMBURSEMENT	\$ 28,403
	\$ 148,798

ANNUAL ACTIVITY	AMOUNT
3/23 WEDC GRANT PAYMENT	\$ 134,200
3/23 GRANT REIMBURSEMENT STONE & SUEDE	\$ (105,797)
	\$ 28,403

GRANTS APPROVED - NOT DISPURSED	\$ 40,000.00
WEAVING IT UP TO YOU! cancelled	\$ -
WIND & UNWIND (est. award \$2,565)	\$ 5,000.00
BROKEN THREADS	\$ 5,000.00
K'S BOUTIQUE	\$ 551.24
JUDSON'S	\$ 5,000.00
GYSBER'S JEWELRY	\$ 39,300.00
AVAILABLE IMPROVEMENT PROJECT FUNDS	\$ (9,300.00)



AGENDA SUMMARY SHEET

MEETING DATE: July 18, 2023

TITLE: Review Outstanding Applications

AGENDA SECTION: Consideration/Action

PRESENTER: Kathy Schlieve, Administrator

DEPARMTENT GOAL(S) SUPPORTED <i>(if applicable)</i>	FISCAL IMPACT
Economic Vitality	N/A

ISSUE SUMMARY

The following grant applications are outstanding for review.

GRANTS APPROVED – NOT DISPURSED	
Wind & Unwined	\$ 5,000.00
Broken Threads	\$ 5,000.00
K’s Boutique	\$ 551.24
Judson’s	\$ 5,000.00
Gysber’s Jewelry	\$39,300.00

If we get to August and no progress is made on Broken Threads and K’s Boutique, we may want to consider an extension.

STAFF RECCOMENDATION:

ATTACHMENTS:

RECCOMENDED MOTION:

Waupun Community Development Authority
Downtown Revitalization Grant Application

Applicant Name: Allison Neumann
Applicant Address: 543 E. Brown St. Waupun
Phone: 920-344-3872 Fax: 920-324-8116 Email: weecarechildcenter@gmail.com
Name of Business/Property: Weecare Child Center / A+M weecare too
Property Address: 1 West-Brown Street Waupun
Property Use: Child Care Center

For Tenants:

The CDA requires you to work with your landlord to obtain project approval indicated by signature below. If you are the owner of the building, you can leave this section blank.

Property Owner Name: _____
Phone: _____ Email: _____
Property Owner Address _____
Property Owner Signature: _____ Date _____
Expiration Date of Current Lease Agreement: _____ Owner Initials _____

Project Summary: (Provide a brief project summary)

An addition, remodel of current building. All new outside components - windows, light, signage, porch, doors, awnings etc.

Estimated Start Date: March/April 2023 Estimated Completion Date: Aug/sep 2023

City Building Inspector Approval: Duwan K. Koohey Date: 12/12/22

Required Attachments:

- Cost Estimates
- Current photo(s) of property

All submitted with facade improvement program application

- Project plan(s) drawn to 1/4-inch scale, if applicable
- Paint color(s) or material sample(s), if applicable

Project Budget:

Projects located in the Business Improvement District: (CDA will consider non-BID covered expenses only)

Did you apply for BID's Façade Improvement Grant? Yes No *Not in BID*

If yes, BID Meeting Date: _____ BID Grant Awarded: \$ _____

Total Estimated Cost of Application: \$ ~~600,000~~ *125,000*

Total CDA Grant Request: \$ *30,000* (50% of non-BID covered expenses)

Release of Information:

I hereby authorize the Waupun Community Development Authority (CDA) permission to share all application materials with CDA members who will be reviewing my application. I acknowledge that information provided to the CDA may be released upon request in compliance with the open record requirements and in accordance with the freedom of information act. I acknowledge that I am to attend the CDA meeting in which this request will be reviewed and that the City of Waupun will notify me of that meeting.

Applicant Name (print): Allison Neumann

Applicant Signature: *Allison Neumann*

Date: 12/12/2023

Submit application and attachments to:
Waupun Community Development Authority - City of Waupun
201 E. Main Street, Waupun WI 53963
Kathy@cityofwaupun.org

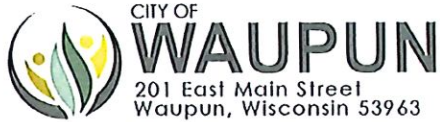
City Staff Use Only:

Date application received: _____

Application reviewed for completeness by _____ (initials). Date: _____

Property reviewed for delinquency by _____ (initials). Date: _____

Applicant notified of scheduled CDA meeting by _____ (initials). Date: _____



CHILDCARE STABILIZATION FUND GRANT PROGRAM

Overview

During the recovery from COVID-19, the City of Waupun lost a licensed childcare facility and currently has one licensed facility serving the community. Per the final rule, childcare stabilization is an eligible use of ARPA Funds and the Waupun Common Council has identified childcare as a sector disproportionately impacted by the pandemic. As such, the City of Waupun is allocating a total of \$250,000 in ARPA funding for the purpose of Child Care Infrastructure Stabilization Grants. The purpose of this grant is to increase the number of infant, toddler and preschool childcare spaces available to families in the City of Waupun. Grant projects should be informed by local community needs and must include either start-up of new programs, the expansion of existing programs that result in additional infant, toddler and preschool child care spaces, or expansion that includes non-standard hour care (evenings/weekends) for infants and toddlers.

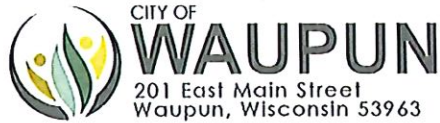
Eligible Applicants:

Existing childcare facilities within the City of Waupun corporate limits that are interested in increasing their licensed capacity are encouraged and eligible to apply for up to 50%, unless otherwise noted, of their related expansion costs as follows:

- Individuals planning to open a registered family childcare program in home.
- Businesses or organizations currently licensed and seeking to expand the number of available licensed childcare slots available within their existing facility.
- Businesses or organizations seeking to startup a new licensed childcare facility.
- Preference given to those applications submitting by businesses or organizations that provide at least 48 weeks of care per year and a minimum of 50 hours of care per week, or care during non-traditional days/dayparts.

Eligible Expenses:

- Renovations and improvements to buildings that allow for additional infant, toddler or preschool care within the childcare site.
- Program changes or improvements to increase total number of infants, toddlers or preschoolers served at the program.
- Equipment and materials needed to support early learning environments, physical health and wellbeing of children served in newly created childcare slots (e.g. cribs, changing tables, outdoor play equipment, literacy materials, learning toys, etc.)
- Expenses related to offering newly created non-standard hour care spaces (evenings and weekends).
- Training and compensation costs related to workforce recruitment and training.
- Purchasing or renting a building and renovating it to deliver high quality childcare.



- Acquiring indoor furniture and fixtures for increased capacity. Selected examples include tables, chairs, cribs and sleeping mats.
- Creating an outdoor learning environment that accommodates additional children.
- Buying playground equipment to include more children.
- Procuring health and safety supplies and other materials required to increase licensed capacity.
- Having sufficient working capital on hand for the first month. Selected examples include money to cover payroll and children's food while adjusting to USDA food program levels.
- Expenses must be incurred after May 31, 2023 and before July 1, 2024.

Grant Amounts:

- Family childcare startups or expansion: up to 75% of costs capped at \$7,500
- Licensed startup existing space: up to 50% of costs capped at \$50,000
- Licensed capacity expansion or start up renovating space: up to 50% of costs capped at \$125,000

APPLICATION SUBMITTAL AND REVIEW PROCESS

The program is designed for rapid response, using a competitive award process (application does not guarantee award) and will be governed by the following process:

- a. Applications are distributed and collected by the Waupun Economic Development Committee (EDC).
- b. Completed applications will be reviewed by the EDC and scored based on a set of approved criteria made available to program applicants.
- c. First round application deadline is June 15, 2023 at 4:30 p.m. If funds remain to support additional applications, then applications received after this date will be received and processed based on the same criteria on a first-come, first-served basis until all funds are depleted, or until program expiration on February 28, 2024.
- d. Appropriate documentation of invoices documenting expenses outlined in application must accompany submittal for an application to be considered. If on initial staff review, an application is found to be incomplete for failure to provide required documentation, then applicants will be given a reasonable time, not to exceed three (3) business days, to provide the required documentation. Failure to provide required documentation within this time period will mean that the application will not be considered as received until all required documentation has been provided to the EDC.
- e. Successful applicants must sign a written agreement with the EDC prior to disbursement of funds.

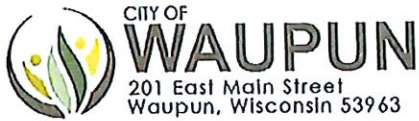
EVALUATION CRITERIA:

To be eligible, all applications must meet the following minimum criteria:

1. Licensed childcare business / or qualified person seeking to establish a licensed childcare business and operating within the City of Waupun limits.	Yes or No
2. Business or person in good standing and not delinquent with special assessments, real estate or personal property taxes, utility bills, or other city charges.	Yes or No

All applications meeting the above criteria will be evaluated by the EDC who will make final award decisions using the following scoring criteria:

3. A business plan is in place and included with application. Additional points are given for evidence of having worked with a credible third-party business coach to develop presented business plan.	30 Points
4. Business able to demonstrate required match to support program application.	20 Points
5. Business is able to demonstrate how they will recruit and retain qualified staff within their business plan.	20 Points
6. If currently in business, ability to demonstrate commitment to quality through a minimum young star rating of three.	20 Points
7. Preference given to those applications submitted by businesses or organizations that provide at least 48 weeks of care per year and a minimum of 50 hours of care per week, or care during non-traditional days/dayparts.	10 Points
TOTAL	100 Points



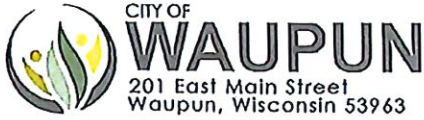
CHILDCARE STABILIZATION FUND PROGRAM APPLICATION

Business Name:	Wee Care Child Center
Business Address:	1 W Brown Street, Waupun, WI 53963
Mailing Address (if different):	
Phone:	920.324.9558
Email:	Ampartners27@gmail.com
Owner / Partner:	Allison Neuman Miranda Bykowski
Years in Business:	30+ years
Current Number of Employees:	25
Number of Proposed Employees to Support Plan:	27

Select the response that best reflects your current business plan?

- Opening registered family childcare program in home
- Current licensed facility seeking to expand
- Seeking to startup new licensed facility

Describe current level of experience with running/operating a licensed childcare facility.



Wee Care has been in business in Waupun for more than 30 years, operating from a building located at 1 W Brown St. The owners are credentialed and have more than 30 years combined experience in the field. Currently, the business is working to change their business model to increase the number of licensed childcare slots allowable within the existing facility. The remodel plan increases the number of possible licensed childcare slots from 100 to 119 with the ability to provide 46 more slots by various age groups (as outlined in business plan document).

Describe hours of operation and location for the proposed childcare facility.

5:30 am until 6pm; Monday through Friday 1 West Brown Street, Waupun

Describe the number of staff to be hired and the recruitment, training and retention plan for those staff. With this expansion we will need to hire 2 addition staff, which we will recruit through Indeed and social media. Training includes the classes needed to work in childcare.

Provide evidence of a three-star or above YoungStar rating if participating in that program, or, compliance with state licensure requirements for your facility if currently operating.

Total project cost: \$ 124,500 (Attach budged/contractor estimates)

Amount of funds requested: \$ 124,500*

**loss of Childcare Counts funds place urgency on finding a way to reduce capital costs to maintain higher staff wages. Request for consideration of full amount of budgeted request.*

Attach supporting documents to completed application as follows:

- Copy of business plan
- Estimates for project costs
- Any relevant documents that support evidence of response in application questions
- Document source and proof of matching funds

Provide three professional references that can speak to your knowledge, skills and ability in running and/or working in a licensed childcare facility.

Name / Relationship	Address	Phone / Email
Carla Petersen		920-210-6561
Jasmine Koepsel		920-318-4179

Company Description

Wee Care Child Center Mission Statement and Goals

The primary responsibility of our program is to provide a quality educational program for young children. In meeting this responsibility, the center will cooperate and reinforce the educational efforts of the home.

A curriculum is developed that enhances the social, intellectual, physical and emotional development of each child in our care.

An environment exists where there is acceptance, respect, caring and encouragement. In the warmth of this setting, we hope to help the child develop a positive attitude towards learning, and towards responsibility, self-discipline and self-esteem.

Company Vision

A&M Partnership wishes to provide adequate space and a positive environment for Wee Care Child Center to operate its care for our community's children. Our vision it to remodel and update the current building, adding enrollment for families who are struggling to find child care, and to create a better flow and amazing environment for our children and staff.

Target Market and Industry

Our target customers are families with children under the age 11 in our community. We also have customers who do not live in Waupun, but work in Waupun. We have families who do not live in the Waupun Area School District, but choose to have their children part of the district because they have come to Wee Care, attended our 4K, and want to stay in the district.

The child care industry has gone through many changes in the last 33 years, but Wee Care Child Center has weathered through it all. Other centers in our area have come and gone, but Wee Care remains steadfast. One problem our industry in facing right now is the child care "desert" where families do not have access to high quality children care. We are trying to help this situation with this proposed expansion.

Legal Structure

Wee Care Child Center is an LLC that has been in operation for 33 years. A&M Partnership is a relatively new partnership that owns the building housing the child care center. The owners of the partnership also own the child care center. Both the partnership and the center are owned 50/50.

Company History

Wee Care Child Center opened their doors in 1989 after the owners Carol Glass and Karen Pollock outgrew their in-home child care business. In 2013 Carol's daughter, Allison Neumann, took over as one of Wee Care's owners with Karen. 2 years later, Karen's daughter, Miranda Bykowski, took over as owner of Wee Care with Allison Neumann.

Wee Care currently employs a total of 25 employees. Most of our customers come to us through word of mouth. We have had so many wonderful families come in and out of our doors and when new ones call, they usually tell us they heard about us from a past or current family. We strive for quality care, and a family environment.

Company Goals

Wee Care is looking to expand our space to provide quality care for more children in our community. We will be able to increase our license from 100 children to 110. We would be able to increase our enrollment by about 50 children. Our goal is to have a space that is warm, inviting, and loving. We want our children to love coming to our center, and develop a love for learning. We want to remain flexible for families, and support their needs. It is also important for us to help children who need extra services by providing information to families and getting them started with early interventions.

Services

Wee Care Child Center provides a licensed, regulated, monitored and safe child care center for children 6 weeks up to 11 years old. Along with preschool programs and a 3k program, we offer a 4k program on site that offers wrap around child care. The 4k program is affiliated with the Waupun Area School District as a community site, following the same curriculum and programming as all of the 4k sites partnered with the district. We also have school age care for children before and after school, and a summer camp program.

We are limited to the number of children we can take by the square footage of our classrooms and the staff we have. Child care is regulated with child to staff ratios, the younger the children, the smaller the ratio.

Marketing Plan

Market Research

Right now, Wee Care Child Center has around 140 children enrolled, and about 10 more infants from families already enrolled starting through the next 6 months. We are licensed for 100 children in our building at one time. We have calls almost daily for people looking for child care. We have around 60 children on our waiting list. There is a very high demand for quality care in Waupun, as we are the only licensed group child care center.

Barriers to Entry

Right now, we feel like we don't have and wouldn't have competitors in our area. If someone opened another center, that would be great, there is definitely the need! The problem is to start a center is very difficult. Start up costs to find and turn a space into child care would be costly. The need for qualified employees would be very hard to accomplish right now.

Threats and Opportunities

We do see changes in our industry due to changes in government and regulations. We have licensing regulations along with other government programs we need to participate in, and they are all always changing. We have been doing the work of child care for so long, though, that we are confident that we can handle anything that comes our way. We have worked with community 4K programs with our school district, and are confident we could do the same if we see a change in 3K programs run by districts.

Operational Plan

Location

Wee Care has been located at 1 West Brown Street Waupun, WI for the last 33 years. The building is zoned commercial. We have outgrown our current building, so that is why we want to expand and remodel.

Costs for Wee Care mostly include: employee wages, rent, food, utilities, supplies, and insurance. Costs for A&M Partnership are loan payment for the property, property tax, insurance and maintaining the building.

A&M Partnership owns the building and Wee Care Child Center leases the building.

Please see attached drawing of the addition and remodel.

Required Licenses

Every 2 years we renew our child care license with the Department of Children and Families. We also are a part of the USDA Food Program, and we are required to participate in the YoungStar Program that is through DCF, and we also have families who participate in the Wisconsin Shares program.

Insurance Coverage

Wee Care Child Center has insurance coverage for Business Property, Business owners General Liability, Property Coverage, Child Care Profession Liability, Physical Abuse and Sexual Molestation Liability, Non-Owned Auto Liability and Workman's Compensation. A&M Partnership has Building Property Coverage and Property General Liability.

Special Regulations Affecting our Industry

We have many regulations for our building and our operations that are regulated by the Department of Children and Families. The building, along with industrial codes, has to have enough square footage per child in attendance. The playground also has to have enough space for the number of children outside at a time. We need a certain number of toilets and sinks for the number of children enrolled and we have numerous other regulations for running a child care facility.

Personnel

Currently, Wee Care employs around 25 people, including the owners. All staff needs the introduction to the Child Care Profession class to work in child care. Then if they are working with children under the age of 2 years, they need Fundamentals of Infant and Toddler Care. Then to be a lead teacher the class Skills and Strategies for Early Childhood Lead Teacher is required. Beyond that, they have the option to take more classes and earn a certificate or an Associate Degree or more. ALL full time staff needs 25 hours of continuing education every year, and part time staff needs 15 hours a year.

Pay Structure

Office Personnel are salary and all other employees are hourly wages.

*Personnel policy, job descriptions and new staff orientation are available upon request.

Biographies

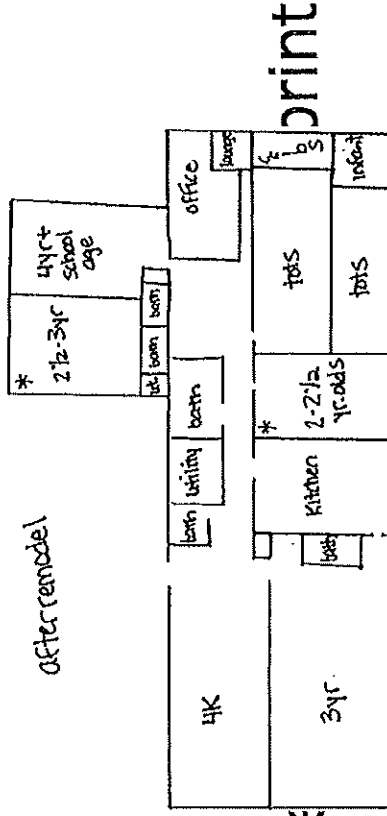
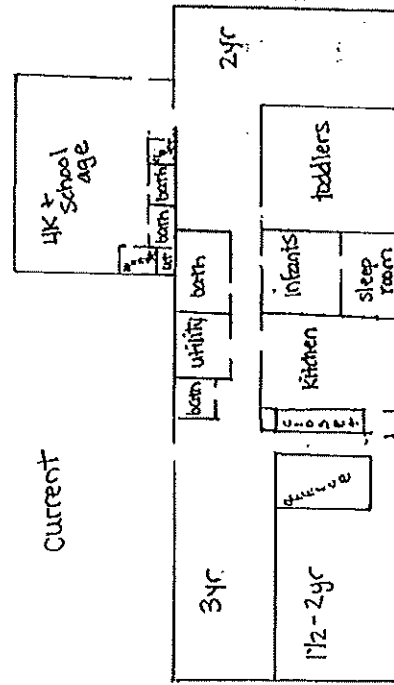
Allison Neumann, who is half owner of A&M Partnership and Wee Care Child Center, has been coming to the center since she was 7. Allison's mother, Carol Glass, opened Wee Care 33 years ago. Allison attended the center as a child, and then helped her father and grandfather clean the center on the weekends. She also cooked and then when she was 18, she started teaching at Wee Care. She participated in a co-op program through the senior high school her senior year working half days and attending school half days. Allison has worked with every age at Wee Care, and has loved all of them! In February 2013, Allison bought out her mother's share of the business and became owner/director of Wee Care. Since then, she has run the center and has also started A&M Wee Care Too Partnership to purchase the building that Wee Care is in. The building was purchased in December of 2021.

Allison was born and raised in Waupun and still lives there with her husband Eric, their 2 sons Wes and Mason and 2 cats Moe and Harry.

Miranda Bykowski, who is half owner of A&M Partnership and Wee Care Child Center, has been coming to the center since she was 3. Miranda's mother, Karen Pollock, opened Wee Care 33 years ago. Karen and Carol, the original owners of Wee Care are sisters, making Allison and Miranda cousins. Miranda attended the center as a child, and then became a teacher aide in 2002. Miranda participated in a co-op program through the senior high school her senior year working half days and attending school half days. Miranda has worked with every age at Wee Care, and has loved all of them! In October 2015, Miranda bought out her mother's share of the business and became owner/director of Wee Care. Since then, she has run the center

and has also started A&M Wee Care Too Partnership to purchase the building that Wee Care is in. The building was purchased in December of 2021.

Miranda was born and raised in Waupun and still lives there with her husband Jeff, their 3 children Tori, Charley and Phoebe and bearded dragon Albus.



Care Re

Print

Licensure would increase from 100 to 119 with ability to provide 46 more slots as follows:

Groups Served By Age	Current	New	Increase
6 weeks to 2 years	14	30	16
2 to 3 years	17	21	4
3 to 4 years	15	22	7
4 to 5 years	6	20	14
4K	17	24	7

Project Budget

Wee Care Renovation Estimates

Walls/Construction	\$30,000
Floors	\$30,000
Bathroom/Plumbing	\$15,000
Drop Ceiling	\$10,000
Ceiling Tiles	\$2,000
Paneling	\$5,000
Dishwasher/Sink	\$5,500
Concrete	\$15,000
HVAC	\$5,000
Electric	\$7,000
Total	\$124,500

Business Plan Overview:

- Complete Business Cohort through State to Evaluate/Refine Operating Plan (in-process)
 - Adjust pricing to offset loss of ChildCare Counts Funding to maintain staff wages.
 - Identify and deploy cost containment opportunities within the business.
- Remodel space to increase the number of licensed slots for 6 week through 4K as outlined.
- Reduce Before and After School Care Services of School Age Students.
- Plan summer care program at offsite location to meet needs of school-age families.
- Work with WASD on restoring childcare courses for high school students to increase available workforce pipeline.