



**Children's Day School  
Draft 2020-21 Budget  
Board of Trustees: December 19, 2019**

11/7/2019  
revision: 12/3/2019  
revision: 12/11/2019  
revision: 12/16/2019

	Final 2017-2018	Final 2018-2019	Final Budget 2019-2020	Draft Budget 2020-2021	Draft Budget 2021-2022	Draft Budget 2022-2023	
<b>Budget Assumptions</b>							
Total Enrollment	474	476	476	476	476	476	
Enrollment Growth %	1.1%	0.4%	0.0%	0.0%	0.0%	0.0%	
Tuition ECP/LS	31,210	32,930	34,740	36,480	38,213	39,932	
Tuition Growth %	4.5%	5.5%	5.5%	5.0%	4.75%	4.5%	
Tuition Middle School	31,770	33,520	35,360	37,130	38,894	40,644	
Tuition Growth %	4.5%	5.5%	5.5%	5.0%	4.75%	4.5%	
Sliding Scale % of Total Tuition	-19.3%	-19.3%	-19.4%	-19.8%	-20.0%	-20.0%	Additional \$70K allotted to sliding scale
Faculty Salary Increase	4.5%	4.0%	5.5%	5.0%	5.0%	5.0%	
Admin Salary Increase				5.0%	5.0%	5.0%	
Salary & Benefit Increase	4.9%	2.5%	7.4%	5.0%	5.0%	5.0%	
Benefits as % of Salaries	20.2%	20.0%	20.1%	20.1%	20.5%	21.2%	Current TIAA participation low
Program Expense Increase	15.0%	2.0%	7.7%	2.7%	2.7%	2.7%	
Admin Expense Increase	15.6%	-3.1%	42.5%	-0.8%	2.7%	2.7%	
Plant Expense Increase	17.6%	-1.8%	8.4%	12.2%	2.7%	2.7%	
<b>Operating Revenue and Support</b>							
Total Tuition	14,889,300	15,893,560	16,644,120	17,477,580	18,307,765	19,131,614	
less Sliding Scale	(2,877,966)	(3,062,885)	(3,223,966)	(3,460,561)	(3,661,553)	(3,826,323)	
less Tuition Remission	(26,000)	(40,000)	(34,000)	(40,000)	(40,000)	(40,000)	
less PTTA Dues	(20,640)	(21,300)	(21,180)	(21,000)	(21,000)	(21,000)	
Net Tuition	11,964,694	12,769,375	13,364,974	13,956,019	14,585,212	15,244,292	
Net Extended Programs	1,049,699	1,036,007	991,078	992,000	1,071,839	1,100,744	Lwr School camp moved to alternate site
Misc Income	191,686	197,936	227,736	201,980	213,600	219,400	Less Int Inc; Avg of 5 yrs forfeited deposits
Fund a Need from Previous Yr (Library)				30,000	20,000	10,000	
Total Fundraising	1,006,982	1,017,157	966,000	1,050,000	1,099,875	1,149,369	'22 & '23 increases mirror tuition increases
				9%			
<b>Total Revenue and Support</b>	<b>14,213,061</b>	<b>15,020,474</b>	<b>15,549,788</b>	<b>16,229,999</b>	<b>16,970,526</b>	<b>17,713,805</b>	
Growth %	5.2%	5.7%	3.5%	4.4%	4.6%	4.4%	
<b>Expenses</b>							
Salaries and Benefits	9,413,989	9,651,942	10,364,075	11,072,417	11,328,283	11,908,434	2 FTE (SysAdmin, ECP spec); 9% health
Program Expenses	921,450	940,192	1,013,000	1,006,113	1,033,278	1,061,177	Library additions -\$20K; Camp rental \$30K
Administrative Expenses	651,344	631,272	899,386	891,900	915,981	940,713	Website, strategic planning, comp study
Plant Expenses	779,328	765,367	829,418	930,520	955,644	981,446	Extra maint services at start of school
Interest and Fees	559,995	537,366	544,441	523,670	493,732	504,907	Construction loan refi saves \$500/month
<b>Total Expenses</b>	<b>12,326,106</b>	<b>12,526,139</b>	<b>13,650,319</b>	<b>14,424,620</b>	<b>14,726,918</b>	<b>15,396,677</b>	
<b>Operating Revenue Less Expense</b>	<b>1,886,955</b>	<b>2,494,336</b>	<b>1,899,469</b>	<b>1,805,379</b>	<b>2,243,608</b>	<b>2,317,128</b>	
Growth %	-1.8%	32.2%	-23.8%	-5.0%	24.3%	3.3%	
Margin %	13.3%	16.6%	12.2%	11.1%	13.2%	13.1%	
<b>Cash Flow</b>							
Operating Revenue Less Expense	1,886,955	2,494,336	1,899,469	1,805,379	2,243,608	2,317,128	
Principal Payments	(660,908)	(679,674)	(704,658)	(740,000)	(768,763)	(798,755)	
Capital - Other Building Improvements	(372,668)	(58,074)	(225,000)	(100,000)	(100,000)	(100,000)	Allowance
Capital - Tech/Computers	(35,697)	(34,624)	(200,000)	(100,000)	(100,000)	(100,000)	Allowance
Capital - Other/Fund A Need	(14,013)	(79,413)	(70,800)	(70,000)	(70,000)	(70,000)	Allowance
<b>Cash Flow</b>	<b>803,669</b>	<b>1,642,551</b>	<b>699,011</b>	<b>795,379</b>	<b>1,204,846</b>	<b>1,248,373</b>	
Margin %	5.7%	10.9%	4.5%	4.9%	7.1%	7.0%	
<b>Debt Covenant = Min 1.15</b>	<b>2.00</b>	<b>2.49</b>	<b>1.96</b>	<b>1.84</b>	<b>2.17</b>	<b>2.16</b>	
<b>Capital Campaign</b>							
Line of Credit Proceeds							
Net Campaign Proceeds	1,440,394	568,027	274,500	-	-	-	
Capital - SJH Roof & windows				(2,300,000)			See Attached Estimate
Capital - ESJH Project	(1,975,302)	(2,935,076)	-	-	-	-	
Less Campaign Expenses	(7,073)	(7,358)	-	-	-	-	
<b>Capital Campaign Cash Proceeds</b>	<b>(541,981)</b>	<b>(2,374,407)</b>	<b>274,500</b>	<b>(2,300,000)</b>	<b>-</b>	<b>-</b>	
<b>Cash Flow After Campaign</b>	<b>261,688</b>	<b>(731,856)</b>	<b>973,511</b>	<b>(1,504,621)</b>	<b>1,204,846</b>	<b>1,248,373</b>	
<b>Operating Reserve</b>							
Plant Reserve	960,000	960,000	1,293,000	-	500,000	1,000,000	
Debt Reserve	887,000	1,000,000	1,113,000	1,226,000	1,339,000	1,339,000	
Endowment	205,292	205,292	205,292	205,292	205,292	205,292	
<b>Total Reserves</b>	<b>3,112,523</b>	<b>4,200,647</b>	<b>5,174,158</b>	<b>3,669,537</b>	<b>4,874,383</b>	<b>6,122,755</b>	
<b>Temporary Restricted Reserves</b>	<b>2,453,003</b>	<b>633,023</b>					from audit
<b>Operating Reserve Target Months</b>							
Total Reserve in months (incl P&I)	6.0	6.0	6.0	6.0	6.0	6.0	
Current Operating Reserve in months	3.2	4.3	4.8	3.2	4.2	5.0	
	1.0	1.8	2.1	1.8	2.2	2.7	
Debt at 6/30	17,560,048	16,893,435	16,188,777	15,449,242	14,709,242	13,940,479	
Principal & Interest Payments	1,220,903	1,217,040	1,249,099	1,263,670	1,262,494	1,303,662	