

Children's Day School

Scenario Modeling
Approved Budget 2020-21

	Appr'd Budget
Total Enrollment	476
Total Revenue and Support	16,229,999
Total Expenses	14,424,620
Operating Revenue Less Expense	1,805,379
Cash Flow (after Oper. CapEx & Debt Principal Pmts.)	795,379
Debt Covenant = Min 1.15	1.84
Capital Cash Contrib's / (Distributions)	(2,300,000)
Cash Flow after Capital Contrib's / (Distributions)	(1,504,621)
Total Reserves	3,669,537

Children's Day School

Scenario #1 10% Reduction in Enrollment	-24	+/-MS Enrollment
	-24	+/- LS Enrollment
	0	+/-PS Enrollment
	\$0	Summer Camp Lost Rev.
	428	Total Enrollment
	-19.8%	SST Percentage

0.00%	0.00%	Tuition Increase
2.50%	2.50%	Salary Increase
2.70%	2.70%	Expense Increase
0	0	+/-MS Enrollment
0	0	+/- LS Enrollment
0	0	+/-PS Enrollment
\$0	\$0	Summer Camp Lost Rev.
428	428	Total Enrollment
-19.8%	-19.8%	SST Percentage

	Revised 2020-21 Budget
Total Enrollment	428
Total Revenue and Support	14,588,966
Total Expenses	13,659,649
Operating Revenue Less Expense	929,317
Cash Flow (after Oper. CapEx & Debt Principal Pmts.)	(88,313)
Debt Covenant = Min 1.15	2.14
Capital Cash Contrib's / (Distributions)	-
Cash Flow after Capital Contrib's / (Distributions)	(88,313)
Unrestricted Liquidity = Min. 0.20	0.61
Cash at Year-End	10,645,518
Total Reserves	4,792,224

2021-22 Projected Budget	2022-23 Projected Budget
428	428
14,582,440	14,609,659
13,969,511	14,329,479
612,929	280,180
(428,695)	(785,734)
1.90	1.63
-	-
(428,695)	(785,734)
0.62	0.62
10,216,822	9,431,089
4,363,529	3,577,795

Phase 3 project
postponed
indefinitely

Children's Day School

Scenario #2 25% Sliding Scale Discount	0	+/-MS Enrollment
	0	+/- LS Enrollment
	0	+/-PS Enrollment
	\$0	Summer Camp Lost Rev.
	476	Total Enrollment
	-25.0%	SST Percentage

0.00%	0.00%	Tuition Increase
2.50%	2.50%	Salary Increase
2.70%	2.70%	Expense Increase
0	0	+/-MS Enrollment
0	0	+/- LS Enrollment
0	0	+/-PS Enrollment
\$0	\$0	Summer Camp Lost Rev.
476	476	Total Enrollment
-25.0%	-25.0%	SST Percentage

	Revised 2020-21 Budget
Total Enrollment	476
Total Revenue and Support	15,321,164
Total Expenses	14,395,660
Operating Revenue Less Expense	925,505
Cash Flow (after Oper. CapEx & Debt Principal Pmts.)	(92,125)
Debt Covenant = Min 1.15	2.13
Capital Cash Contrib's / (Distributions)	-
Cash Flow after Capital Contrib's / (Distributions)	(92,125)
Unrestricted Liquidity = Min. 0.20	0.61
Cash at Year-End	10,641,706
Total Reserves	4,788,412

2021-22 Projected Budget	2022-23 Projected Budget
476	476
15,317,998	15,348,276
14,724,124	15,103,165
593,874	245,111
(447,750)	(820,803)
1.88	1.60
-	-
(447,750)	(820,803)
0.62	0.61
10,193,956	9,373,153
4,340,662	3,519,859

Phase 3 project
postponed
indefinitely

Children's Day School

Scenario #3 10% Reduction in Enrollment and 25% Sliding Scale Discount and Lost Summer Camp Revenue	-24	+/-MS Enrollment
	-24	+/- LS Enrollment
	0	+/-PS Enrollment
	-\$140,000	Summer Camp Lost Rev.
	428	Total Enrollment
	-25.0%	SST Percentage

0.00%	0.00%	Tuition Increase
2.50%	2.50%	Salary Increase
2.70%	2.70%	Expense Increase
0	0	+/-MS Enrollment
0	0	+/- LS Enrollment
0	0	+/-PS Enrollment
\$0	\$0	Summer Camp Lost Rev.
428	428	Total Enrollment
-25.0%	-25.0%	SST Percentage

	Revised 2020-21 Budget
Total Enrollment	428
Total Revenue and Support	13,771,997
Total Expenses	13,659,649
Operating Revenue Less Expense	(27,652)
Cash Flow (after Oper. CapEx & Debt Principal Pmts.)	(1,045,282)
Debt Covenant = Min 1.15	1.46
Capital Cash Contrib's / (Distributions)	-
Cash Flow after Capital Contrib's / (Distributions)	(1,045,282)
Unrestricted Liquidity = Min. 0.20	0.56
Cash at Year-End	9,688,549
Total Reserves	3,835,255

2021-22 Projected Budget	2022-23 Projected Budget
428	428
13,765,471	13,792,690
13,969,511	14,329,479
(204,040)	(536,789)
(1,245,664)	(1,602,703)
1.32	1.07
-	-
(1,245,664)	(1,602,703)
0.52	0.45
8,442,885	6,840,182
2,589,591	986,888

Phase 3 project
postponed
indefinitely