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**New School San Francisco
Monthly Cash Forecast**

	2019-20													Remaining Balance
	Actuals & Forecast													
	Jul Actuals	Aug Actuals	Sep Actuals	Oct Forecast	Nov Forecast	Dec Forecast	Jan Forecast	Feb Forecast	Mar Forecast	Apr Forecast	May Forecast	Jun Forecast	Forecast	
Beginning Cash	121,955	109,340	72,896	50,922	198,105	143,498	196,771	334,040	307,057	356,575	450,702	478,361		
REVENUE														
LCFF Entitlement	-	164,021	231,379	150,668	137,499	173,991	249,031	173,991	215,226	234,332	215,226	215,226	2,389,759	229,166
Federal Revenue	-	-	-	-	5,742	-	-	5,742	-	14,688	5,742	-	52,342	20,429
Other State Revenue	5,938	5,938	10,753	10,786	10,786	14,615	10,786	51,410	17,078	17,078	28,661	60,638	285,522	41,056
Other Local Revenue	758	65,242	60,012	55,296	59,273	59,273	59,273	59,273	59,273	59,273	59,273	132,982	729,202	-
Fundraising & Grants	6,160	39,384	21,300	187,599	30,000	203,558	201,600	60,000	155,000	130,000	80,000	65,000	1,179,600	-
TOTAL REVENUE	12,855	274,584	323,444	404,349	243,300	451,438	520,690	350,416	446,577	455,370	388,903	473,846	4,636,424	290,650
EXPENSES														
Certificated Salaries	121,250	166,259	166,347	203,518	179,814	179,814	179,814	179,814	179,814	179,814	179,814	179,814	2,095,889	-
Classified Salaries	60,204	69,741	78,242	68,615	73,522	73,522	73,522	73,522	73,522	73,522	73,522	73,522	864,974	-
Employee Benefits	49,413	46,597	28,812	66,078	57,660	57,660	64,543	58,521	58,521	53,497	53,497	53,497	648,296	-
Books & Supplies	2,309	21,171	19,061	13,371	13,371	13,371	13,371	13,371	13,371	13,371	13,371	13,371	167,438	4,554
Services & Other Operating Expenses	46,821	44,961	124,378	41,202	45,805	65,457	43,833	43,833	63,485	41,039	41,039	98,921	751,685	50,909
Capital Outlay & Depreciation	-	-	-	667	167	167	167	167	167	167	167	167	2,000	-
Other Outflows	-	418	3,338	(3,682)	10	7	5	4	3	-	-	-	103	-
TOTAL EXPENSES	279,997	349,147	420,178	389,769	370,350	389,999	375,255	369,232	388,883	361,410	361,410	419,292	4,530,385	55,463
Operating Cash Inflow (Outflow)	(267,141)	(74,563)	(96,733)	14,581	(127,050)	61,439	145,435	(18,816)	57,694	93,960	27,492	54,554	106,039	235,187
Revenues - Prior Year Accruals	731,398	66,060	(375)	351,228	100,000	-	-	-	-	-	-	50,001	-	-
Other Assets	7,500	-	-	-	-	-	-	-	-	-	-	-	-	-
Fixed Assets	-	-	-	667	167	167	167	167	167	167	167	167	-	-
Expenses - Prior Year Accruals	(452,997)	(5,693)	(32,314)	15,968	(19,391)	-	-	-	-	-	-	-	-	-
Accounts Payable - Current Year	(31,375)	(22,248)	107,449	(226,928)	-	-	-	-	-	-	-	-	-	-
Loans Payable (Long Term)	-	-	-	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,343)	-	-	-	-	-
Ending Cash	109,340	72,896	50,922	198,105	143,498	196,771	334,040	307,057	356,575	450,702	478,361	583,083		
Days Cash on Hand	9	6	4	16	12	16	27	25	29	36	39	47		

**New School San Francisco
Monthly Cash Forecast**

	2020-21												Forecast	Remaining Balance
	Actuals & Forecast						Actuals & Forecast							
	Jul Forecast	Aug Forecast	Sep Forecast	Oct Forecast	Nov Forecast	Dec Forecast	Jan Forecast	Feb Forecast	Mar Forecast	Apr Forecast	May Forecast	Jun Forecast		
Beginning Cash	583,083	599,635	437,275	248,395	450,716	413,847	509,009	626,988	643,801	686,464	764,034	780,074		
REVENUE														
LCFF Entitlement	-	120,559	120,559	230,946	217,007	217,007	230,946	217,007	217,007	230,946	217,007	217,007	2,466,943	230,946
Federal Revenue	-	-	-	-	6,582	-	-	6,582	-	18,000	6,582	-	62,329	24,582
Other State Revenue	-	7,569	7,569	13,624	13,624	18,467	13,624	57,092	13,624	28,052	28,052	57,184	286,535	42,479
Other Local Revenue	-	54,746	60,229	60,229	60,229	60,229	60,229	60,229	60,229	60,229	60,229	133,937	730,740	-
Fundraising & Grants	-	21,700	41,020	195,856	30,900	206,541	204,948	61,649	157,789	132,489	81,889	66,709	1,201,488	-
TOTAL REVENUE	-	204,574	229,377	500,655	328,342	502,243	509,747	402,558	448,648	455,288	393,758	474,837	4,748,035	298,007
EXPENSES														
Certificated Salaries	73,767	189,545	189,545	189,545	189,545	189,545	189,545	189,545	189,545	189,545	189,545	189,545	2,158,765	-
Classified Salaries	57,924	75,727	75,727	75,727	75,727	75,727	75,727	75,727	75,727	75,727	75,727	75,727	890,924	-
Employee Benefits	49,632	57,109	62,272	57,109	56,249	56,249	63,132	57,109	57,109	51,960	51,960	51,960	671,848	-
Books & Supplies	6,548	15,799	24,694	13,936	13,936	13,936	13,936	13,936	13,936	13,936	13,936	13,936	172,462	-
Services & Other Operating Expenses	22,959	20,036	71,761	51,383	51,383	71,624	49,428	49,428	69,669	46,550	46,550	115,803	717,938	51,367
Capital Outlay & Depreciation	167	167	167	167	167	167	167	167	167	167	167	167	2,000	-
Other Outflows	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	210,996	358,383	424,165	387,867	387,006	407,247	391,935	385,912	406,153	377,885	377,885	447,138	4,613,937	51,367
Operating Cash Inflow (Outflow)	(210,996)	(153,809)	(194,788)	112,788	(58,664)	94,996	117,813	16,647	42,496	77,403	15,873	27,699	134,098	246,640
Revenues - Prior Year Accruals	255,113	19,013	5,742	89,365	21,628	-	-	-	-	-	-	10,814	-	-
Other Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fixed Assets	167	167	167	167	167	167	167	167	167	167	167	167	-	-
Expenses - Prior Year Accruals	(27,732)	(27,732)	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable - Current Year	-	-	-	1	-	-	-	-	-	-	-	-	-	-
Loans Payable (Long Term)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ending Cash	599,635	437,275	248,395	450,716	413,847	509,009	626,988	643,801	686,464	764,034	780,074	818,754		
Days Cash on Hand	48	35	20	36	33	41	51	52	55	62	63	66		

**New School San Francisco
Monthly Cash Forecast**

	2021-22												Forecast	Remaining Balance
	Actuals & Forecast													
	Jul Forecast	Aug Forecast	Sep Forecast	Oct Forecast	Nov Forecast	Dec Forecast	Jan Forecast	Feb Forecast	Mar Forecast	Apr Forecast	May Forecast	Jun Forecast		
Beginning Cash	818,754	834,860	668,803	474,125	619,687	566,027	663,666	784,514	802,420	845,970	924,437	942,377		
REVENUE														
LCFF Entitlement	-	125,193	125,193	239,287	225,348	225,348	239,287	225,348	225,348	239,287	225,348	225,348	2,559,620	239,287
Federal Revenue	-	-	-	-	9,104	-	-	9,104	-	18,000	9,104	-	72,414	27,104
Other State Revenue	-	7,569	7,569	13,624	13,624	18,604	13,624	57,092	13,624	28,052	57,184	286,672	42,479	
Other Local Revenue	-	54,746	60,377	60,377	60,377	60,377	60,377	60,377	60,377	60,377	60,377	134,085	732,220	-
Fundraising & Grants	-	22,351	42,251	201,732	31,827	212,737	211,052	63,454	162,478	136,419	84,301	68,666	1,237,266	(1)
TOTAL REVENUE	-	209,859	235,389	515,020	340,279	517,065	524,340	415,373	461,827	467,707	407,180	485,283	4,888,192	308,869
EXPENSES														
Certificated Salaries	75,833	194,853	194,853	194,853	194,853	194,853	194,853	194,853	194,853	194,853	194,853	194,853	2,219,211	-
Classified Salaries	59,546	77,848	77,848	77,848	77,848	77,848	77,848	77,848	77,848	77,848	77,848	77,848	915,869	-
Employee Benefits	51,475	59,140	64,304	59,140	58,280	58,280	65,164	59,140	59,140	53,871	53,871	53,871	695,678	-
Books & Supplies	6,731	16,241	25,385	14,326	14,326	14,326	14,326	14,326	14,326	14,326	14,326	14,326	177,291	-
Services & Other Operating Expenses	24,092	21,087	74,260	53,311	53,311	74,119	51,301	51,301	72,109	48,343	48,343	119,771	744,156	52,805
Capital Outlay & Depreciation	167	167	167	167	167	167	167	167	167	167	167	167	2,000	-
Other Outflows	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	217,843	369,335	436,816	399,645	398,784	419,592	403,658	397,635	418,443	389,407	389,407	460,835	4,754,205	52,805
Operating Cash Inflow (Outflow)	(217,843)	(159,476)	(201,426)	115,375	(58,505)	97,473	120,682	17,739	43,384	78,300	17,773	24,447	133,987	256,064
Revenues - Prior Year Accruals	259,466	18,936	6,582	30,020	4,678	-	-	-	-	-	-	2,339		
Other Assets	-	-	-	-	-	-	-	-	-	-	-	-		
Fixed Assets	167	167	167	167	167	167	167	167	167	167	167	167		
Expenses - Prior Year Accruals	(25,683)	(25,683)	-	-	-	-	-	-	-	-	-	-		
Accounts Payable - Current Year	-	-	-	-	-	-	-	-	-	-	-	-		
Loans Payable (Long Term)	-	-	-	-	-	-	-	-	-	-	-	-		
Ending Cash	834,860	668,803	474,125	619,687	566,027	663,666	784,514	802,420	845,970	924,437	942,377	969,330		
Days Cash on Hand	67	54	38	50	46	53	63	65	68	75	76	78		

**New School San Francisco
Monthly Cash Forecast**

	2022-23												Forecast	Remaining Balance
	Actuals & Forecast						Forecast							
	Jul Forecast	Aug Forecast	Sep Forecast	Oct Forecast	Nov Forecast	Dec Forecast	Jan Forecast	Feb Forecast	Mar Forecast	Apr Forecast	May Forecast	Jun Forecast		
Beginning Cash	969,330	985,747	813,089	614,584	752,083	696,339	797,965	922,627	942,440	987,691	1,067,966	1,088,673		
REVENUE														
LCFF Entitlement	-	131,081	131,081	249,886	235,946	235,946	249,886	235,946	235,946	249,886	235,946	235,946	2,677,383	249,886
Federal Revenue	-	-	-	-	11,625	-	-	11,625	-	18,000	11,625	-	82,500	29,625
Other State Revenue	-	7,569	7,569	13,624	13,624	18,760	13,624	57,092	13,624	13,624	28,052	57,184	286,828	42,479
Other Local Revenue	-	54,746	60,548	60,548	60,548	60,548	60,548	60,548	60,548	60,548	60,548	134,257	733,936	-
Fundraising & Grants	-	23,021	43,518	207,784	32,782	219,119	216,697	64,671	166,666	139,825	86,144	70,039	1,270,267	(1)
TOTAL REVENUE	-	216,418	242,717	531,842	354,526	534,373	540,756	429,882	476,785	481,884	422,315	497,427	5,050,914	321,989
EXPENSES														
Certificated Salaries	78,229	201,010	201,010	201,010	201,010	201,010	201,010	201,010	201,010	201,010	201,010	201,010	2,289,338	-
Classified Salaries	61,427	80,308	80,308	80,308	80,308	80,308	80,308	80,308	80,308	80,308	80,308	80,308	944,811	-
Employee Benefits	53,485	61,368	66,532	61,368	60,507	60,507	67,393	61,368	61,368	55,959	55,959	55,959	721,775	-
Books & Supplies	6,944	16,754	26,187	14,779	14,779	14,779	14,779	14,779	14,779	14,779	14,779	14,779	182,893	-
Services & Other Operating Expenses	24,536	21,435	76,289	54,678	54,678	76,144	52,605	52,605	74,070	49,553	49,553	123,607	764,226	54,474
Capital Outlay & Depreciation	167	167	167	167	167	167	167	167	167	167	167	167	2,000	-
Other Outflows	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	224,787	381,042	450,492	412,309	411,448	432,914	416,260	410,236	431,701	401,775	401,775	475,829	4,905,043	54,474
Operating Cash Inflow (Outflow)	(224,787)	(164,624)	(207,775)	119,533	(56,923)	101,459	124,496	19,647	45,084	80,109	20,540	21,598	145,871	267,516
Revenues - Prior Year Accruals	267,440	18,202	9,104	17,800	1,012	-	-	-	-	-	-	506	-	-
Other Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fixed Assets	167	167	167	167	167	167	167	167	167	167	167	167	-	-
Expenses - Prior Year Accruals	(26,403)	(26,403)	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable - Current Year	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loans Payable (Long Term)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ending Cash	985,747	813,089	614,584	752,083	696,339	797,965	922,627	942,440	987,691	1,067,966	1,088,673	1,110,943		
Days Cash on Hand	79	66	50	61	56	64	74	76	80	86	88	90		

The New School of San Francisco Budget,
Financial Projections, and Narrative

**New School San Francisco
Multi-year Projection**

	2019-20	Year 1 2020-21	Year 2 2021-22	Year 3 2022-23
SUMMARY				
Revenue				
LCFF Entitlement	2,389,759	2,466,943	2,559,620	2,677,383
Federal Revenue	52,342	62,329	72,414	82,500
Other State Revenues	285,522	286,535	286,672	286,828
Local Revenues	729,202	730,740	732,220	733,936
Fundraising and Grants	1,179,600	1,201,488	1,237,266	1,270,267
Total Revenue	4,636,424	4,748,035	4,888,192	5,050,914
Expenses				
Compensation and Benefits	3,609,159	3,721,537	3,830,758	3,955,923
Books and Supplies	167,438	172,462	177,291	182,893
Services and Other Operating Expenditures	751,685	717,938	744,156	764,226
Depreciation	2,000	2,000	2,000	2,000
Other Outflows	103	-	-	-
Total Expenses	4,530,385	4,613,937	4,754,205	4,905,043
Operating Income	106,039	134,098	133,987	145,871
Fund Balance				
Beginning Balance (Unaudited)	665,328	771,367	905,465	1,039,452
Audit Adjustment				
Beginning Balance (Audited)	665,328	771,367	905,465	1,039,452
Operating Income	106,039	134,098	133,987	145,871
Ending Fund Balance	771,367	905,465	1,039,452	1,185,323
Fund Balance as a % of Expenses	17%	20%	22%	24%

**New School San Francisco
Multi-year Projection**

	2019-20	Year 1 2020-21	Year 2 2021-22	Year 3 2022-23
Key Assumptions				
Enrollment Breakdown				
K	48	48	48	48
1	48	48	48	48
2	48	48	48	48
3	48	48	48	48
4	48	48	48	48
5	48	48	48	48
Total Enrolled	288	288	288	288
ADA %				
K-3	96.8%	96.8%	96.8%	96.8%
4-6	96.8%	96.8%	96.8%	96.8%
Average ADA %	96.8%	96.8%	96.8%	96.8%
ADA				
K-3	186	186	186	186
4-6	93	93	93	93
Total ADA	279	279	279	279

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**New School San Francisco
Multi-year Projection**

	2019-20	Year 1 2020-21	Year 2 2021-22	Year 3 2022-23
REVENUE				
LCFF Entitlement				
8011 Charter Schools LCFF - State Aid	2,334,001	2,411,185	2,503,862	2,621,625
8012 Education Protection Account Entitlement	55,758	55,758	55,758	55,758
SUBTOTAL - LCFF Entitlement	2,389,759	2,466,943	2,559,620	2,677,383
Federal Revenue				
8181 Special Education - Entitlement	29,375	36,000	36,000	36,000
8291 Title I	10,212	12,860	20,802	28,745
8292 Title II	2,755	3,469	5,612	7,754
8294 Title IV	10,000	10,000	10,000	10,000
SUBTOTAL - Federal Revenue	52,342	62,329	72,414	82,500
Other State Revenue				
8381 Special Education - Entitlement (State)	151,383	151,383	151,383	151,383
8382 Special Education Reimbursement (State)	72,600	72,600	72,600	72,600
8550 Mandated Cost Reimbursements	3,829	4,843	4,979	5,135
8560 State Lottery Revenue	57,710	57,710	57,710	57,710
SUBTOTAL - Other State Revenue	285,522	286,535	286,672	286,828
Local Revenue				
8634 Food Service Sales	51,300	52,839	54,318	56,035
8676 After School Program Revenue	602,208	602,208	602,208	602,208
8699 All Other Local Revenue	1,985	1,985	1,985	1,985
8701 Parcel Tax Prop A	73,709	73,709	73,709	73,709
SUBTOTAL - Local Revenue	729,202	730,740	732,220	733,936
Fundraising and Grants				
8801 Donations - Parents	300,000	309,000	318,270	327,818
8802 Donations - Private	750,000	759,000	781,770	805,223
8811 Donations Backfill of Prop. G	129,600	133,488	137,226	137,226
SUBTOTAL - Fundraising and Grants	1,179,600	1,201,488	1,237,266	1,270,267
TOTAL REVENUE	4,636,424	4,748,035	4,888,192	5,050,914

The New School of San Francisco Budget,
Financial Projections, and Narrative

**New School San Francisco
Multi-year Projection**

	2019-20	Year 1 2020-21	Year 2 2021-22	Year 3 2022-23
EXPENSES				
Compensation & Benefits				
Certificated Salaries				
1100 Teachers Salaries	1,410,421	1,452,733	1,493,410	1,540,602
1111 Teacher - Elective	155,000	159,650	164,120	169,306
1148 Teacher - Special Ed	130,000	133,900	137,649	141,999
1150 Teacher - Instructional Coach	179,200	184,576	189,744	195,740
1300 Certificated Supervisor & Administrator Salaries	221,268	227,906	234,287	241,691
SUBTOTAL - Certificated Salaries	2,095,889	2,158,765	2,219,211	2,289,338
Classified Salaries				
2300 Classified Supervisor & Administrator Salaries	541,776	558,029	573,654	591,782
2400 Classified Clerical & Office Salaries	63,530	65,436	67,268	69,394
2905 Other Classified - After School	205,787	211,960	217,895	224,781
2925 Other Classified - Childcare and Translations Services	3,882	3,998	4,110	4,240
2930 Other Classified - Maintenance/grounds	50,000	51,500	52,942	54,615
SUBTOTAL - Classified Salaries	864,974	890,924	915,869	944,811
Employee Benefits				
3300 OASDI-Medicare-Alternative	222,099	228,021	233,713	240,317
3400 Health & Welfare Benefits	267,960	281,358	295,426	310,197
3500 Unemployment Insurance	17,206	17,209	17,211	17,213
3600 Workers Comp Insurance	44,413	45,745	47,026	48,512
3900 Other Employee Benefits	96,617	99,516	102,302	105,535
SUBTOTAL - Employee Benefits	648,296	671,848	695,678	721,775
Books & Supplies				
4100 Approved Textbooks & Core Curricula Materials	10,000	10,300	10,588	10,923
4330 Office Supplies	10,368	10,679	10,978	11,325
4346 Teacher Supplies	17,941	18,480	18,997	19,597
4354 After School Program	25,056	25,808	26,530	27,369
4410 Classroom Furniture, Equipment & Supplies	15,000	15,450	15,883	16,384
4420 Computers (individual items less than \$5k)	28,283	29,131	29,947	30,893
4710 Student Food Services	51,300	52,839	54,318	56,035
4720 Other Food	9,490	9,775	10,049	10,366

The New School of San Francisco Budget,
Financial Projections, and Narrative

**New School San Francisco
Multi-year Projection**

	2019-20	Year 1 2020-21	Year 2 2021-22	Year 3 2022-23
SUBTOTAL - Books and Supplies	167,438	172,462	177,291	182,893
Services & Other Operating Expenses				
5215 Travel - Mileage, Parking, Tolls	1,087	1,619	1,665	1,717
5305 Dues & Membership - Professional	1,570	1,308	1,345	1,387
5450 Insurance - Other	29,802	30,696	31,556	32,553
5515 Janitorial, Gardening Services & Supplies	9,792	10,086	10,368	10,696
5525 Utilities - Waste	10,009	10,309	10,598	10,933
5535 Utilities - All Utilities	19,926	20,524	21,099	21,766
5611 Prop 39 Related Costs	58,680	60,440	62,133	64,096
5615 Repairs and Maintenance - Building	2,500	2,000	2,056	2,121
5803 Accounting Fees	15,914	16,391	16,850	17,382
5809 Banking Fees	2,088	2,151	2,211	2,281
5812 Business Services	111,553	97,733	106,349	105,896
5820 Consultants - Non Instructional	40,318	5,477	5,631	5,809
5824 District Oversight Fees	23,898	24,669	25,596	26,774
5830 Field Trips Expenses	6,449	6,642	6,828	7,044
5833 Fines and Penalties	41	43	44	45
5836 Fingerprinting	544	560	576	594
5839 Fundraising Expenses	5,070	5,222	5,369	5,538
5845 Legal Fees	12,618	10,422	10,714	11,052
5848 Board of Equalization	106	109	112	116
5851 Marketing and Student Recruiting	2,000	2,060	2,118	2,185
5857 Payroll Fees	3,564	3,671	3,774	3,893
5860 Printing and Reproduction	25,344	26,104	26,835	27,683
5863 Professional Development	20,000	20,600	21,177	21,846
5866 Other Special Education Expenses	3,090	3,183	3,272	3,375
5869 Special Education Contract Instructors	299,224	308,201	316,830	326,842
5872 SELPA Fees	7,447	7,952	8,174	8,433
5875 Staff Recruiting	3,740	3,852	3,960	4,085
5881 Student Information System	15,573	15,583	16,020	16,526
5884 Substitutes	4,244	4,371	4,493	4,635
5893 Transportation - Student	5,150	5,305	5,453	5,625
5910 Communications - Internet / Website Fees	7,416	7,638	7,852	8,100
5915 Postage and Delivery	1,189	1,224	1,259	1,299
5920 Communications - Telephone & Fax	1,738	1,790	1,840	1,898
SUBTOTAL - Services & Other Operating Exp.	751,685	717,938	744,156	764,226

**New School San Francisco
 Multi-year Projection**

	2019-20	Year 1 2020-21	Year 2 2021-22	Year 3 2022-23
Depreciation Expense				
6900 Depreciation	2,000	2,000	2,000	2,000
SUBTOTAL - Depreciation Expense	2,000	2,000	2,000	2,000
Other Outflows				
7438 Long term debt - Interest	103	-	-	-
SUBTOTAL - Other Outflows	103	-	-	-
TOTAL EXPENSES	4,530,385	4,613,937	4,754,205	4,905,043

The New School of San Francisco Grades K-5 Budget Assumptions for Charter Renewal

The attached 3-year budget projection is based on conservative estimates of the actual revenues and expenses associated with The New School of San Francisco’s (NSSF) program as described in the charter renewal. Information used to create the projections are based on the school’s historical financial data, rates published by the state of California and federal government, and future estimates.

I. Revenues

Enrollment & Attendance Assumptions

Grade Level Category	2019-20	2020-21 Year 1	2021-22 Year 2	2022-23 Year 3
K-3	192	192	192	192
4-6	96	96	96	96
Total	288	288	288	288

The average daily attendance is projected at 96.8% for all years; therefore all financial projections are based on an ADA of 278.79.

Regarding the Unduplicated Pupil Count assumptions, in 2018-19, the school had 38 unduplicated students, of which 27 qualified for free-or-reduced-price-meal (FRPM) and 22 were English Language Learners (ELL). Estimates in 2019-20 are an increase to 34 FRPM-eligible students and 27 ELL. With the new lottery preference described in the charter renewal as well as targeted student recruiting strategies, NSSF will be gradually increasing its FRPM percentage for each class to a minimum of 33%. Given historic demographics, NSSF is expecting that the Unduplicated Student Count will be comprised of 100% of FRPM students and an additional 50% ELL (with the other 50% of ELL overlapping with FRPM count, thus not adding to the Unduplicated %).

Based on the new lottery preferences, the following table shows the school’s assumptions for FRPM, ELL, and Unduplicated Student Counts each year.

	2019-20	2020-21 Year 1	2021-22 Year 2	2022-23 Year 3
Enrollment	288	288	288	288
Unduplicated Count	48	69	90	111
FRPM Student Count	34	55	76	97
ELL Student Count	27	27	27	27

Local Control Funding Formula

NSSF is using the Local Control Funding Formula to drive the general-purpose entitlements. The table below shows the schedule of NSSF’s LCFF funding from FY20 through FY23. The rates in this table are based on assumptions from FCMAT’s LCFF calculator V20.2c.

LCFF Assumptions	2019-20	2020-21 Year 1	2021-22 Year 2	2022-23 Year 3
COLA (including one-time augmentation)	3.26%	3.00%	2.80%	3.16%
LCFF for NSSF per ADA	8,572	8,849	9,181	9,604
Total LCFF Entitlement	2,389,759	2,466,943	2,559,621	2,677,383

Because NSSF is an SBE-authorized school, there is no In Lieu of Property Tax revenue projected in the budget – all LCFF disbursements are projected to come from State Aid and the Education Projection Account (at a rate of \$200/ADA).

Special Education Revenue

NSSF operates as an independent Local Education Agency (LEA) member in the El Dorado County Charter SELPA. The school provides its students with special education services directly and receives both state and federal special education funding. Funding is budgeted at a rate of \$543 per ADA and \$125 per ADA respectively (rates projected by the El Dorado Charter SELPA). NSSF has \$72.6K budgeted for ERMHS reimbursement in all years (based on eligible reimbursements in FY19), but this funding will depend on the services being provided (and associated expenses), as these grants are made on a reimbursement basis in our SELPA. Future budgets and forecasts will be adjusted accordingly.

To account for costs associated with being an independent LEA for special education, NSSF is also projecting a 4.12% administrative fee on these revenues (based on the fee structure of the El Dorado County Charter SELPA).

Federal Revenue

Federal revenues other than Special Education grants through the SELPA include Title Funding. NSSF has projected the receipt of Title I and Title II funds in FY21-FY23 in the amounts of \$378 per prior-year FRPM for Title I and \$102 for Title II. These amounts fall in line with the recently published projections. NSSF is also projecting Title IV to continue at its current flat rate of \$10,000 per year.

Other State Revenue

State Lottery revenues for FY21 are set at a rate of \$207 per ADA based on School Services of California projections. This rate remains consistent for the subsequent two years of the budget projection with no COLA growth included.

Finally, Mandated Cost Reimbursements are projected at \$16 per prior year K-8 ADA over the three years with no COLA growth included. The projections also come from the most recent School Services of California projections. There are no one-time funds projected in any of the years of the renewal budget.

Other Local Revenue

The school offers a fee-based After-School Program for which it collects local revenues. These revenues are set at \$602K for Subscription-Service programming in FY21. These amounts are based on historical revenues and are not projected to increase. The school also has Parcel Tax Prop A Revenue which accounts for \$74K in FY21 – no increase to this grant is projected at this time.

Lastly, NSSF has budgeted conservatively for its Donations and Fundraising. In the past 4 years, NSSF leadership has raised over \$6M to support its program. Going forward, the school is targeting a reduced reliance on philanthropic funding. In FY21, philanthropy is projected at \$309K in parent donations, \$759K in private donations, and \$133K to support teacher salaries as a temporary replacement for San Francisco’s Proposition G local funding source.

Parent donations have continued to increase year-over-year as the community has grown and more community events are introduced (i.e. Lunar New Year dinner fundraiser, partnerships with Rainbow Grocery, Good Eggs, Sports Basement, etc.). Over the last three fiscal years, families have contributed the following to the school:

Year	2015-16	2016-17	2017-18	2018-19
School Size	81 Students	130 students	180 students	235 students
Total Parent Contributions	\$93,138	\$223,600	\$249,770	\$396,633

In addition to feeling confident in the annual parent fundraising target, we also feel confident in our ability to raise private donations from foundations and local leaders. Over the past four years, private donations have totaled:

Year	2015-16	2016-17	2017-18	2018-19
Total Private Contributions	\$776,679	\$1,885,826	\$1,312,445	\$1,299,589

As part of our fundraising efforts, we have also secured private donations for the years ahead. Not inclusive of parent gifts, we have the following written commitments for FY20 - FY21:

Year	2019-20 FY20	2020-21 FY21
Committed Funds	\$634,166	\$160,833

II. Expenses

At a high level, expense assumptions are based on NSSF’s programmatic structure and historical data, and they have been increased for inflation in line with the state-projected COLA.

Salaries and Benefits

NSSF offers health benefits for all full-time staff members. The maximum expected cost of health benefits per employee is conservatively estimated at \$9,702 per employee in 2020-21 and grows at 5% each year. The school participates in a 403b retirement plan and offers an employer-sponsored match. As such, budget has been included for an annual contribution for all certificated employees.

A summary of the school’s staffing is included in the table below.

Category	FTE
1100 – Certificated Teachers	27.4
1300 – Certificated Administrators	2.0
2300 – Classified Administrators	4.0
2400 – Classified Clerical	1.0
2905 – After School	6.4
2925 – Other Classified Childcare	0.3
2930 – Maint/grounds	1.0

Books & Supplies

NSSF is budgeting \$172K and \$177K for Books and Supplies in FY20 and FY21. These budget categories largely increase year-over-year through FY23 due to inflation/COLA. A summary of the major expenses for FY21 is as follows:

- \$64 per student for Teacher Supplies
- \$54 per student in Classroom furniture
- \$101 per student for Computers
- \$183 per student for Student Food Services

Services and Operating Expenses

NSSF has budgeted its rent and utilities based upon prior assumptions provided by SFUSD. Rent of the school’s Prop 39 facility increases with the State’s projected COLA.

General Liability Insurance is projected at \$107 per student in FY21 based on current agreements with the school’s insurance carrier, CharterSafe. Rates increase with COLA. Workers’ Compensation Insurance is budgeted at 1.50% of payroll.

NSSF will pay 1% of general-purpose revenues for oversight to the State Board of Education, its authorizer.

NSSF plans to continue to use its back-office service provider, EdTec, to support financial and operational needs of the school. Services include accounts payable, accounts receivable, accounting, budgeting and finance, payroll, and student data management. The cost for these services is forecasted at 4% of public revenues.

Other significant service and operating expenses categories include:

- Special Education Contract Instructors, which includes instructional support contractors and specialty service providers, currently projected to increase with COLA.
- Professional Development, which includes development opportunities relating to curriculum, research and design strategies, and other miscellaneous trainings, currently projected to increase with COLA.

Contingencies and Reserves

From FY20 through FY23, NSSF will add to its reserve, ending with a fund balance that is equivalent to 24% of expenses. All years will maintain a reserve above the State-required 5% of expenses.

Additionally, NSSF would like to continue to build its program and add additional opportunities that support its mission and students. If the state revenues increase above current projections, or if prospective grant money materializes, additional spending will be considered.

Cash Flow

The cash flow forecast assumes all State revenue is received the month after it is distributed. Timing of all other revenue and expenses have been projected according to past receipt or expenditure trends.

A small number of expenses are projected to accrue based on historic trends in invoicing. Public revenue will be accrued based on amounts owed according to CDE certified exhibits, and philanthropy and grants will be accrued based on written commitments. Accrued revenue will be reflected in the cash forecast in the year it is expected, according to reasonable and historic assumptions regarding disbursement/collection.