Singapore American School
Executive Summary
Draft Budget 2019-20

Budget Overview

The base budget for 2019-20 includes an increase in the cost-of-attendance at each grade level of 3.5%. The overall average cost-of-attendance will increase 3.5% for a returning student and 2.7% for a new student (averaged over new students with US and non-US passports). Application, Re-enrollment fees and Registration Fees remain unchanged.

The third annual $1M intercompany distribution of Endowment earnings will go to the operating budget for program support.

Salaries and benefits, our largest expenditure, are budgeted to grow at 2.3%. This increment is a result of several additional FTE along with typical year-over-year step increases, salary changes, and includes certain assumptions regarding the makeup of our new cohort of teachers replacing those who will be leaving us at the end of the 2018-19 school year.

The allocation for campus operations reflects planned investments per our revised 15-year asset management plan, along with a $2.2M provision for Pathfinder projects, testing concepts that are being considered for more widespread implementation with the build out of the Facilities Master Plan. A $7.5M allocation has been made for potential engagement of a consultant team to carry forward the design and development work for the masterplan. Should the project not move forward in the 2019-2020 school year, those funds will be reallocated after board approval.

Consequently, the planned additions to the Endowment have been reduced to $6.0M reflecting a decrease of $3M from 2018-19.

The net cash flow for all funds of $2.9M includes $800K from the Advancement fund.

Historical Data

Cost of SAS - New Student (Non-US Passport)	2015-16	2016-17	2017-18	2018-19	2019-20
Total	**45,249**	**46,378**	**45,683**	**47,075**	**48,333**
Change ($)	1,181	1,129	(695)	1,392	1,259
Change (%)	2.7%	2.5%	-1.5%	3.0%	**2.7%**

Cost of SAS - New Student (US Passport)	2015-16	2016-17	2017-18	2018-19	2019-20
Total	**45,249**	**46,378**	**43,683**	**45,075**	**46,333**
Change ($)	1,181	1,129	(2,695)	1,392	1,259
Change (%)	2.7%	2.5%	-5.8%	3.2%	**2.8%**

Cost of SAS - Returning Student (Enrolled Before 2017-18)	2015-16	2016-17	2017-18	2018-19	2019-20
Total	**33,249**	**34,378**	**35,683**	**37,075**	**38,333**
Change ($)	1,181	1,129	1,305	1,392	1,259
Change (%)	3.7%	3.4%	3.8%	3.9%	**3.4%**

Cost of SAS - Returning Student (Enrolled From 2017-18 Onwards)	2015-16	2016-17	2017-18	2018-19	2019-20
Total	**33,249**	**34,378**	**36,683**	**38,075**	**39,333**
Change ($)	1,181	1,129	2,305	1,392	1,259
Change (%)	3.7%	3.4%	6.7%	3.8%	**3.3%**

Revenues

The total 2019-20 all-funds revenue budget of $171M assumes full enrollment at 3,998 with zero vacancies. The previous two years' budgets have allowed for 25 vacancies versus 'full'; in school year 2017-18, this proved to be on target when looking at opening enrollment numbers. School year 2018-19 opened oversubscribed at the beginning of the year, with continued strong demand from our applicant pool; this stabilization of demand has led the administration to revise our enrollment assumption to full.

Working with divisional administrations we have redefined our 'full capacity' number. In years past, 3,971 was the number used to describe 'full.' The maximum number of students that we could accommodate in our classes on campus has always been higher, however, and detailed discussions have

allowed for a more refined look at our true capacity, leading us to the revised 3,998 'ideal full' number to which we are budgeting this year. This still allows for "flex" enrollment which can result in an enrollment of 4,135 if fully utilized in all grade levels.

Along with the annual $1M distribution from the Endowment fund for program support, revenue growth is expected at $7.3M (or 4.4%) increase over 2018-19.

Expenses

Budgeted expenses include funding for faculty and staff salaries and benefits with a net increase of 3.4 FTE. This comes from 8.4 new positions, which are offset by the elimination of 5.0 unutilized positions. The total S&B increase of $2.4M represents this addition and year-on-year compensation increases.

A $200k allocation has been made to allow for further employer contributions to the recently established retirement savings plan.

The $8.9M total of Summer Works represents an increase of $3.9M over the 2018-19 year (at $5.0M) with $2.2M being allocated to the Pathfinder projects in alignment with the approved Facilities Master Plan.

The Administration has budgeted $7.5M for Major Capital Works, including the engagement of consultants for planning and preparation for the anticipated campus redevelopment project. Until the masterplan has been officially approved by the Board, this is recognized as an expense and cannot be capitalized. Should the masterplan not require these funds in 2019-2020, funds will be reallocated pending board approval.

Total budgeted expenses have increased by $15.1M or 9.9% year-on-year, largely due to the provision made for the potential start of development work.

Allocations & Cash Flow Adjustments

Additions to the Endowment total $6M; $4.0M from the Operating Fund along with $2.0M from Facilities for the Kings Road repayment, which brings the total accumulated repayment to $24M towards a $52M total. No other Facilities Fund transfers are anticipated for the year as funds are being directed to the engagement of consultants in preparation for the facilities masterplan.

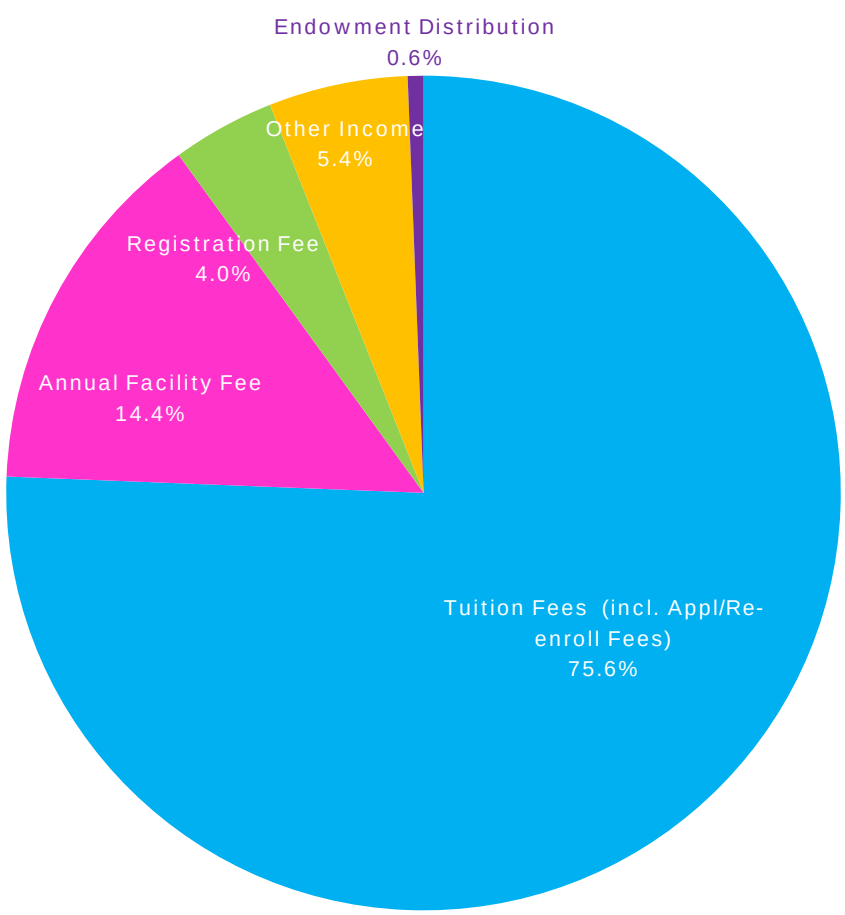
Net Cash Flow

The budgeted net cash flow for 2019-20 of $3.0M is approximately $1.0M higher than the 2018-19 budget which was at $2.0M.

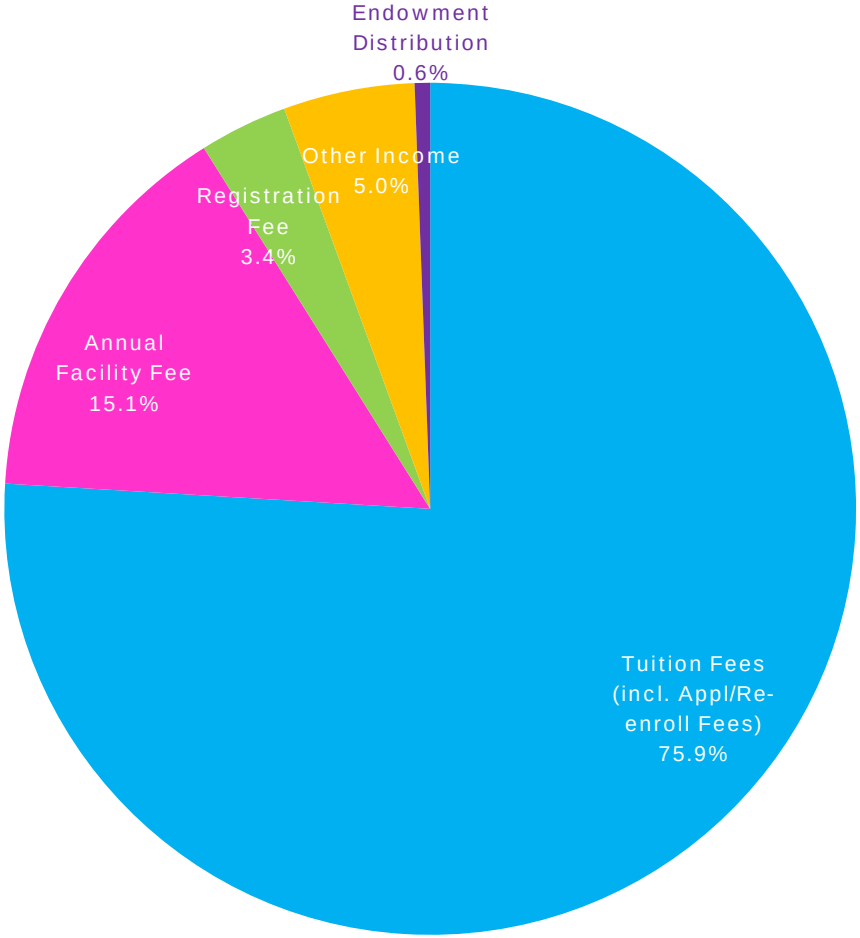
Singapore American School
Draft Budget 2019-20
All Funds Summary

		Actual 2017-18			Approved Budget 2018-19		Draft Budget 2019-20			Increase / (Decrease) $	Increase / (Decrease) %
Tuition Fees (incl. Appl/Re-enroll Fees)	$	121,911,274	75.2%	$	124,233,784	$	130,299,758	75.9%	$	6,065,973	4.9%
Annual Facility Fee	$	22,186,900	13.7%	$	23,638,183	$	25,978,200	15.1%	$	2,340,017	9.9%
Registration Fee	$	7,580,000	4.7%	$	6,540,000	$	5,752,000	3.4%	$	(788,000)	-12.0%
Other Income	$	9,538,875	5.9%	$	8,857,777	$	8,548,041	5.0%	$	(309,736)	-3.5%
Endowment Distribution	$	1,000,000	0.6%	$	1,000,000	$	1,000,000	0.6%	$	-	0.0%
Operating Revenues	**$**	**162,217,049**	**100%**	**$**	**164,269,744**	**$**	**171,577,999**	**100%**	**$**	**7,308,255**	**4.4%**
Salaries and Benefits	$	107,798,000	73.2%	$	113,313,338	$	115,907,882	69.0%	$	2,594,544	2.3%
Campus Operations	$	21,516,425	14.6%	$	20,263,108	$	32,031,210	19.1%	$	11,768,102	58.1%
Technology	$	4,356,344	3.0%	$	4,126,751	$	4,126,751	2.5%	$	-	0.0%
Administration	$	3,224,588	2.2%	$	3,987,811	$	3,893,811	2.3%	$	(94,000)	-2.4%
Learning Resources	$	9,872,409	6.7%	$	10,432,611	$	11,397,169	6.8%	$	964,558	9.2%
Innovation	$	493,608	0.3%	$	809,995	$	674,995	0.4%	$	(135,000)	-16.7%
Operating Expenses	**$**	**147,261,374**	**100%**	**$**	**152,933,614**	**$**	**168,031,819**	**100%**	**$**	**15,098,204**	**9.9%**
Net Operating Surplus	**$**	**14,955,675**		**$**	**11,336,130**	**$**	**3,546,180**		**$**	**(7,789,950)**	**-68.7%**
Non-operating revenue	$	932,684		$	801,250	$	1,300,000		$	498,750	62.2%
Surplus Before Capital & Adjustments	**$**	**15,888,359**		**$**	**12,137,380**	**$**	**4,846,180**		**$**	**(7,291,200)**	**-60.1%**
Allocations & Cash Flow Adjustments											
Accretion of Lease Premium	$	(806,453)		$	(796,497)	$	(786,541)		$	9,956	-1.3%
Depreciation	$	5,348,584		$	5,219,839	$	5,324,236		$	104,397	2.0%
Planned Reserves & King's Rd Lease Payment	$	(3,000,000)		$	(9,000,000)	$	(6,000,000)		$	3,000,000	-33.3%
Capital Enhancements	$	(316,046)		$	(5,598,000)	$	(450,000)		$	5,148,000	-92.0%
Net Cashflow	**$**	**17,114,444**		**$**	**1,962,722**	**$**	**2,933,875**		**$**	**971,153**	**49.5%**

School-wide Revenue
2018-19 vs 2019-20 Budget

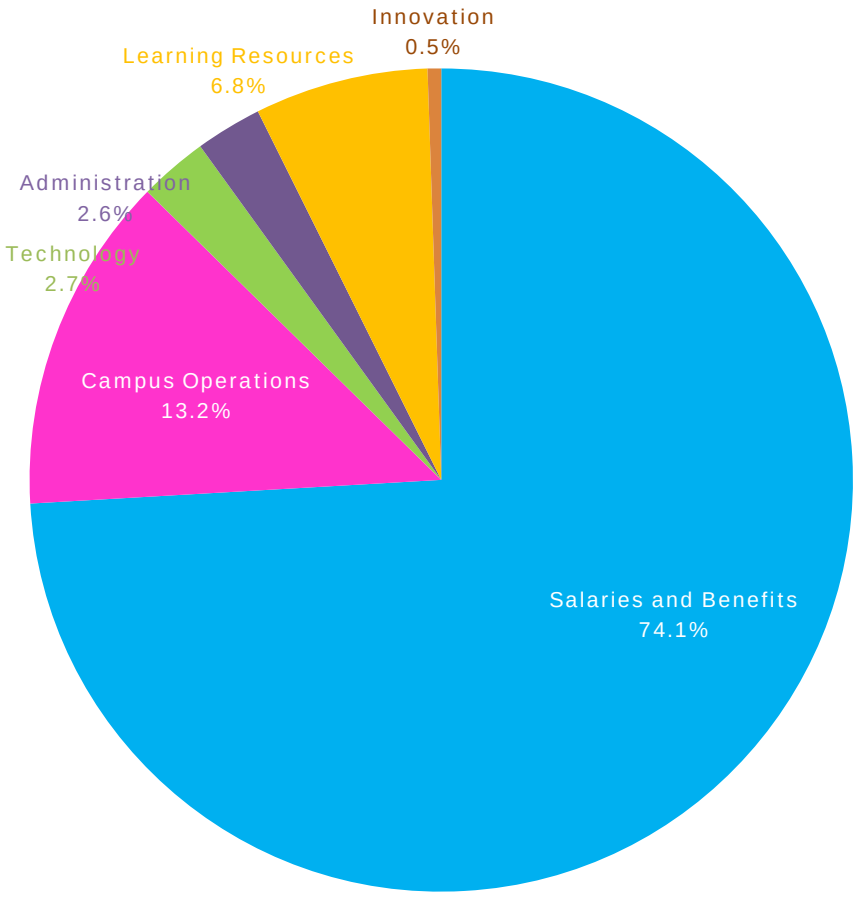


2018-19

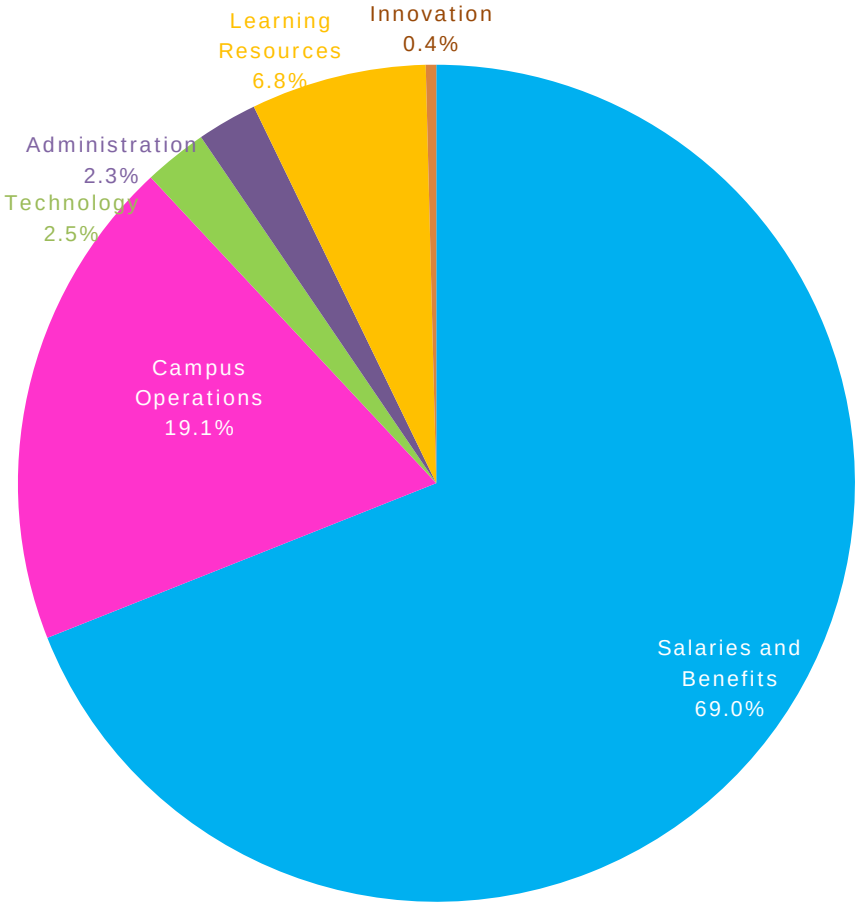


2019-20

School-wide Expenses
2018-19 vs 2019-20 Budget



2018-19



2019-20

Singapore American School
Proposed Fee Schedule 2019-20
(Stated in Singapore Dollars including GST)

	Approved Budget 2018-19	Draft Budget 2019-20	Variance $	Variance %
TUITION FEE				
Preschool	$ 21,334	$ 22,168	$ 834	3.9%
Pre Kinderagrten	$ 21,334	$ 22,168	$ 834	3.9%
Kindergarten - Grade 5	$ 29,240	$ 30,351	$ 1,110	3.8%
Grade 6 - Grade 8	$ 32,305	$ 33,522	$ 1,218	3.8%
Grade 9 - Grade 12	$ 34,050	$ 35,328	$ 1,279	3.8%
OTHER FEES				
Application Fee (New Students)	$ 2,500	$ 2,500	$ -	0.0%
Registration Fee (New Students; Lane 1)	$ 7,490	$ 7,490	$ -	0.0%
Registration Fee (New Students; Lane 2-4)	$ 9,630	$ 9,630	$ -	0.0%
Annual Facility Fee (Enrolled 2017-18 Onwards)	$ 7,169	$ 7,383	$ 214	3.0%
Re-Enrollment Fee (Returning Students)	$ 2,500	$ 2,500	$ -	0.0%
Late Re-Enrollment Fee (Returning Students)	$ 3,000	$ 3,000	$ -	0.0%
Annual Facility Fee (Enrolled Before 2017-18)	$ 6,099	$ 6,313	$ 214	3.5%
ELL	$ 6,420	$ 6,420	$ -	0.0%
Student Leave of Absence	$ 5,000	$ 5,000	$ -	0.0%
Application Extension Fees	$ 500	$ 500	$ -	0.0%
OTHER COSTS OF ATTENDANCE				
Laptop (Grade 9 - Grade 12)	$1,500 - $2,200			
Interim Semester (Grade 9 - Grade 12)	$0 - $4,400			
Bus Transportation (Year)	$1,556 - $3,047			
Uniform (3 sets + 1 PE)	$158 - $200			
IASAS (per trip)	$125 - $850			