

HILL COUNTRY YOUTH RANCH
 RTC and Basic Childcare (does not include Charter School)
 2020 BUDGET FORECAST
 2019 Year End Operating Income and Expense Statements
 12 Months Ended 12/31/19

| 2018 Actual | 2019 Forecast | | 2019 Income | | | 2019 TOTAL | 2020 |
|---------------------|---------------------|--|---------------------|--------------------|---------------------------|---------------------|---------------------|
| | | | JAN - SEPT 2019 | OCTOBER 2019 | NOV. & DEC.2019 ESTIMATED | 12 MONTHS FORECAST | |
| 368,741 (28,562) | 351,480 (27,700) | AUXILIARY & THRIFT SHOPS (LESS SALES TAX) | 323,368 (25,655) | 100,640 (8,407) | 48,000 0 | 472,008 (34,062) | 408,640 (33,440) |
| 4,142,710 | 4,110,111 | CHILD CARE FEES | 3,140,808 | 293,512 | 684,125 | 4,118,445 | 4,262,049 |
| 653,563 | 903,679 | GENERAL DONATIONS | 327,646 | 22,436 | 270,000 | 620,082 | 1,031,767 |
| 320,579 | 300,000 | Operations Grants & Bequests | 169,132 | 19,500 | 120,000 | 308,632 | 400,000 |
| 865 | not projected | Savings Account Interest | 2,160 | 267 | 100 | 2,527 | not projected |
| 273,000 | 240,000 | Foundation Income | 180,000 | 20,000 | 40,000 | 240,000 | 300,000 |
| 41,228 | 37,300 | Riquelmy, OBP ,Comm.Fdn. | 11,754 | 0 | 25,000 | 36,754 | 37,100 |
| 46,403 | 36,900 | Other Misc. | 33,304 | 4,419 | 6,000 | 43,723 | 36,600 |
| 209,420 | 175,000 | In-Kind Gifts | 146,291 | 5,997 | 30,000 | 182,288 | 175,000 |
| 6,027,947 | 6,126,770 | OPERATIONS INCOME | 4,308,808 | 458,364 | 1,223,225 | 5,990,397 | 6,617,716 |
| (5,548,591) | (6,201,770) | EXPENSES (see detail) | (4,259,243) | (482,792) | (1,134,667) | (5,876,702) | (6,822,716) |
| 479,356 | (75,000) | NET | 49,565 | (24,428) | 88,558 | 113,695 | (205,000) |
| (933,915) | (971,600) | LESS DEPRECIATION | (688,652) | (76,917) | (153,834) | (919,403) | (1,009,440) |
| (454,559) | (1,046,600) | NET OPERATING INCOME | (639,087) | (101,345) | (65,276) | (805,708) | (1,214,440) |
| \$177 | \$187 | Average Expense/Per Day/Per Child Includes Depreciation | \$183 | \$192 | \$222 | \$190 | \$198 |
| 36,529 | 38,325 | Fee Paid Resident Days | 26,645 | 2,914 | 5,800 | 35,359 | 38,796 |
| 0 | 0 | Scholarship Days | 440 | 0 | 0 | 440 | 732 |

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| 2018 Actual | 2019 Forecast | | 2019 Expenses | | | | 2020 | |
|-------------|---------------|--|------------------------|-----------------|--------------------------|----------|---------------|----------|
| | | | Jan - Sept 2019 Actual | Oct 2019 Actual | Nov & Dec 2019 Estimated | TOTAL | 2020 FORECAST | TOTAL |
| 15,792 | 15,000 | Advertising - Employment & Misc | 23,932 | 4,618 | 5,600 | 34,150 | 34,200 | 34,200 |
| 8,343 | 10,000 | Agriculture | 3,551 | 452 | 500 | 4,503 | 8,000 | 8,000 |
| 18,055 | 26,000 | Animals - Feed & Supplies | 18,160 | 3,181 | 5,000 | 26,341 | 26,000 | 26,000 |
| 117,986 | 122,100 | Allowances & Activities: | 94,514 | 9,825 | 14,000 | 118,339 | 122,000 | 122,000 |
| 7,491 | 10,000 | Clothing (Less Reimbursements) | 4,272 | 930 | 1,400 | 6,602 | 8,000 | 8,000 |
| 67,568 | 63,830 | Contract Labor: | 55,430 | 6,795 | 11,970 | 74,195 | 77,830 | 77,830 |
| 5,687 | 6,000 | Employee Rewards & Appreciation | 5,889 | 109 | 1,500 | 7,498 | 6,000 | 6,000 |
| 2,474 | 6,000 | Fine Arts Center Supplies | 6,192 | 784 | 1,000 | 7,976 | 8,000 | 8,000 |
| 159,501 | 170,700 | Food & Household | 122,423 | 11,433 | 26,000 | 159,856 | 170,700 | 170,700 |
| 58,996 | 130,000 | Fundraising | 45,657 | 7,655 | 10,000 | 63,312 | 90,000 | 90,000 |
| 789 | 1,000 | Haircuts & Special Haircare Products | 1,235 | 537 | 350 | 2,122 | 2,150 | 2,150 |
| 2,446 | 2,600 | Bank Service Charges | 1,058 | 54 | 100 | 1,212 | 600 | 600 |
| 59,918 | 99,250 | Insurance: Bldg., Liability, Vehicles | 145,221 | 15,362 | 10,570 | 171,153 | 169,000 | 169,000 |
| 36,472 | 36,020 | Insurance: Workers Compensation | 12,913 | (636) | 8,350 | 20,627 | 29,805 | 29,805 |
| (26,198) | (26,000) | Insurance: Workers Comp.--Dividends | (26,206) | 0 | 0 | (26,206) | (25,000) | (25,000) |
| 311,031 | 319,665 | Insurance: Group Medical & Life | 249,066 | 29,304 | 47,490 | 325,860 | 335,500 | 335,500 |
| 24,893 | 35,075 | Legal, Accounting & Professional: | 26,384 | 0 | 13,500 | 39,884 | 30,000 | 30,000 |
| 9,528 | 10,000 | Medical for children | 6,189 | 720 | 1,675 | 8,584 | 10,000 | 10,000 |
| 1,896 | 2,000 | Medical For Employees | 1,369 | 296 | 400 | 2,065 | 2,000 | 2,000 |
| 63,407 | 63,000 | Office, Computer Supplies & Stationery | 45,641 | 5,827 | 11,500 | 62,968 | 63,000 | 63,000 |

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| 2018 Actual | 2019 Forecast | | 2019 Expenses | | | | 2020 | |
|-------------|---------------|---|------------------------|-----------------|--------------------------|-----------|---------------|---------------|
| | | | Jan - Sept 2019 Actual | Oct 2019 Actual | Nov & Dec 2019 Estimated | TOTAL | 2020 FORECAST | TOTAL |
| 20,147 | 22,155 | Postage - Bulk Mailing & Fees: | 14,609 | 2,638 | 3,375 | 20,622 | 21,250 | 21,250 |
| 14,703 | 13,500 | Professional Development | 15,295 | 802 | 300 | 16,397 | 16,000 | 16,000 |
| 32,667 | 46,260 | Promotional: Newsletter & Other PR: | 25,831 | 5,250 | 5,990 | 37,071 | 35,960 | 35,960 |
| 21,505 | 21,000 | Recreational Expense | 14,096 | 139 | 3,500 | 17,735 | 21,000 | 21,000 |
| 1,585 | 5,000 | Religious & Chapel | 4,032 | 221 | 900 | 5,153 | 5,000 | 5,000 |
| 4,232 | 253 | Rent: | 190 | 21 | 42 | 253 | 253 | 253 |
| 5,143 | 4,200 | Repairs & Supplies - Thrift Store | 9,726 | 75 | 400 | 10,201 | 7,200 | 7,200 |
| 131,171 | 135,830 | Repairs & Maintenance: | 110,778 | 8,580 | 15,790 | 135,148 | 140,430 | 140,430 |
| 51,406 | 56,000 | Retirement Plan | 40,010 | 5,020 | 12,900 | 57,930 | 62,000 | 62,000 |
| 3,501,513 | 3,983,402 | Salaries | 2,542,597 | 310,347 | 780,000 | 3,632,944 | 4,484,466 | 4,484,466 |
| 25,854 | 24,180 | Small Tools & Equipment, Appliances | 26,591 | 198 | 2,000 | 28,789 | 30,000 | 30,000 |
| 278,829 | 315,700 | Taxes & Licenses: | 207,928 | 23,000 | 58,360 | 289,288 | 353,452 | 353,452 |
| 13,222 | 13,190 | Telephone-Local, Repair, Long Distance | 11,246 | 1,489 | 2,585 | 15,320 | 15,500 | 15,500 |
| 5,496 | 5,100 | Travel (mileage reimbursement \$.45/mile eff. Jan.1, 2013) | 4,554 | 332 | 500 | 5,386 | 5,400 | 5,400 |
| 132,557 | 144,000 | Utilities: | 102,606 | 8,923 | 23,500 | 135,029 | 140,300 | 140,300 |
| 136,559 | 134,760 | Vehicles-Gas, Oil, Grease & Repairs: | 111,505 | 12,022 | 23,620 | 147,147 | 141,720 | 141,720 |
| 209,420 | 175,000 | In-Kind Gifts | 146,291 | 5,997 | 30,000 | 182,288 | 175,000 | 175,000 |
| 5,532,084 | 6,201,770 | subtotal before unclassified items | 4,230,775 | 482,300 | 1,134,667 | 5,847,742 | 6,822,716 | 6,822,716 |
| 16,507 | not projected | Unclassified | 28,468 | 492 | not projected | 28,960 | not projected | not projected |
| 5,548,591 | 6,201,770 | TOTAL ALL EXPENSES | 4,259,243 | 482,792 | 1,134,667 | 5,876,702 | 6,822,716 | 6,822,716 |