

HILL COUNTRY YOUTH RANCH
 RTC and Basic Childcare (does not include Charter School)
 2021 BUDGET FORECAST
 2020 Year End Operating Income and Expense Statements
 12 Months Ended 12/31/2020

2019 Actual	2020 Forecast		2020 Actual	2021 Forecast
479,257 (34,062)	408,640 (33,440)	AUXILIARY & THRIFT SHOPS (LESS SALES TAX)	708,939 (34,697)	504,420 (36,000)
4,034,619	4,262,049	CHILD CARE FEES	4,399,591	4,620,579
725,743	1,031,767	GENERAL DONATIONS	760,857	800,000
342,613	400,000	Operations Grants & Bequests	609,900	400,000
2,685	not projected	Savings Account Interest	232	not projected
240,000	300,000	Foundation Income	352,000	360,000
40,985	37,100	Riquelmy, OBP ,Comm.Fdn.	41,074	39,750
0	0	Supplement Pymt. Night Staff Salaries	382,880	500,000
0	0	PPP Loan Forgiven	924,200	0
43,865	36,600	Other Misc.	30,491	13,450
206,237	175,000	In-Kind Gifts	121,212	175,000
6,081,942	6,617,716	OPERATIONS INCOME	8,296,679	7,377,199
(5,945,589)	(6,822,716)	EXPENSES (see detail)	(6,680,313)	(7,498,127)
136,353	(205,000)	NET	1,616,366	(120,928)
(922,978)	(1,009,440)	LESS DEPRECIATION	(1,021,132)	(1,062,300)
(786,625)	(1,214,440)	NET OPERATING INCOME	595,234	(1,183,228)
\$193	\$198	Average Expense/Per Day/Per Child Includes Depreciation	\$236	\$219
35,159	38,796	Fee Paid Resident Days	32,520	38,325
440	732	Scholarship Days	152	730

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35,376	34,200	Advertising - Employment & Misc	10,967	12,000	12,000
4,661	8,000	Agriculture	6,677	8,000	8,000
27,554	26,000	Animals - Feed & Supplies	31,320	27,000	27,000
114,434	122,000	Allowances & Activities:	92,223	127,000	127,000
8,386	5,000	Chapel Activities & Supplies	12,223	12,000	12,000
5,268	8,000	Clothing (Less Reimbursements)	1,972	8,000	8,000
74,822	77,830	Contract Labor:	78,525	81,930	81,930
7,404	6,000	Employee Rewards & Appreciation	2,723	6,000	6,000
9,368	8,000	Fine Arts Center Supplies	11,153	10,000	10,000
165,043	170,700	Food & Household	155,135	173,000	173,000
75,072	90,000	Fundraising	53,613	105,500	105,500
2,662	2,150	Haircuts & Special Haircare Products	2,706	2,700	2,700
1,250	600	Interest & Bank Service Charges	166	300	300
165,866	169,000	Insurance: Bldg., Liability, Vehicles	190,456	195,710	195,710
20,437	29,805	Insurance: Workers Compensation	32,871	44,134	44,134
(26,206)	(25,000)	Insurance: Workers Comp.--Dividends	(19,966)	(20,000)	(20,000)
322,820	335,500	Insurance: Group Medical & Life	363,048	400,000	400,000
29,884	30,000	Legal, Accounting & Professional:	25,692	26,180	26,180
8,523	10,000	Medical for children	9,515	8,000	8,000
1,887	2,000	Medical For Employees	2,998	3,400	3,400
64,109	63,000	Office, Computer Supplies & Stationery	74,467	74,700	74,700

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20,842	21,250	Postage - Bulk Mailing & Fees:	21,281	21,480	21,480
16,811	16,000	Professional Development	15,177	16,000	16,000
44,607	35,960	Promotional: Newsletter & Other PR:	35,144	37,240	37,240
15,461	21,000	Recreational Expense:	7,950	21,000	21,000
253	253	Rent	253	253	253
153,194	147,630	Repairs & Maintenance:	182,323	155,395	155,395
57,723	62,000	Retirement Plan	66,677	69,600	69,600
3,652,655	4,484,466	Salaries	4,411,980	4,976,637	4,976,637
35,369	30,000	Small Tools & Equipment, Appliances	25,902	30,000	30,000
290,372	353,452	Taxes & Licenses:	346,442	388,828	388,828
15,544	15,500	Telephone-Local,Repair,Long Distance	16,230	18,600	18,600
5,231	5,400	Travel (mileage reimbursement \$.45/mile eff. Jan.1, 2013)	651	5,000	5,000
127,259	140,300	Utilities:	130,094	139,320	139,320
153,828	141,720	Vehicles-Gas, Oil, Grease & Repairs:	118,580	138,220	138,220
206,237	175,000	In-Kind Gifts	121,212	175,000	175,000
5,914,006	6,822,716	subtotal before unclassified items	6,638,380	7,498,127	7,498,127
31,583	not projected	Unclassified	41,933	not projected	not projected
5,945,589	6,822,716	TOTAL ALL EXPENSES (Cash basis, excluding depreciation)	6,680,313	7,498,127	7,498,127