



2021 Operating Budget

Contributions	
Grant Projections	\$400,000
Individuals	\$95,000
Corporate	\$20,000
Special Events	\$600,000
Program Fees	\$305,900
Venue Rentals	\$10,000
Other Income	<u>\$2,500</u>
Total Revenue	\$1,433,400
Insurance	\$115,000
Professional Fees	\$15,000
Credit Card & Bank Service Fees	\$10,000
Fundraising Expenses	\$15,000
Special Event Expenses	\$260,000
Travel	\$14,500
Administrative Expenses	\$69,300
Utilities	\$90,000
Facility Expenses	\$128,400
Employment Costs	\$963,300
Kitchen Expenses	\$60,000
Program Expenses	\$66,600
Interest Expense	<u>\$7,200</u>
Total Expenses	\$1,814,300

Our normal operating expenses for hosting in-person camps contrast sharply with the need to serve fewer campers in order to meet occupancy guidelines issued by the American Camp Association. We expect to serve 40% fewer campers this year, meaning that our camp fee revenue will be over \$150,000 less than it typically would be. We also are cautious about our fundraising success in light of the pandemic's continued impact on the economy. All of these factors combined have led us to project the first operating loss since Camp Aranzazu was founded in 2002.

We remain hopeful that our fundraising efforts will bring in more revenue than projected to cover this deficit. However, if that is not the case, we do have proceeds from a settlement reached with our insurance company following Hurricane Harvey. Our finance director is working closely with the board's executive and finance committees to monitor our cash flow throughout the year.