

**PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET**

	2019 Actual	2020 Budgeted	2020 Projected	2021 Budget	2021 Budget vs. 2020 Projected	% Incr/(Decr) vs. 2020 Projected	2021 Budget vs. 2020 Budget	% Incr/(Decr) vs. 2020 Budget
<b>PATIENT REVENUE</b>								
Inpatient	7,262,427	8,048,093	6,130,015	6,001,315	-128,700	-2%	-2,046,778	-25%
Outpatient Hospital	17,637,957	19,261,056	15,002,606	15,022,632	20,026	0%	-4,238,424	-22%
Emergency Department	15,546,394	16,722,068	13,147,107	13,971,234	824,128	6%	-2,750,834	-16%
Swing Bed	601,902	903,695	597,113	340,909	-256,204	-43%	-562,786	-62%
Clinic Revenue	7,261,068	7,938,410	6,788,911	7,084,599	295,687	4%	-853,811	-11%
<b>Total Gross Patient Services Revenue</b>	<b>48,309,748</b>	<b>52,873,321</b>	<b>41,665,751</b>	<b>42,420,689</b>	<b>754,937</b>	<b>2%</b>	<b>-10,452,632</b>	<b>-20%</b>
<b>DEDUCTIONS FROM REVENUE</b>								
Contractual Adjustments	22,996,483	25,053,773	18,040,378	18,632,043	591,666	3%	-6,421,729	-26%
Charity Allowance	7,175,750	3,842,645	4,895,175	4,895,175	0	0%	1,052,530	27%
Indigent Allowance	329,494	379,012	453,110	471,234	18,124	4%	92,223	24%
Bad Debt Allowance	-1,831,001	5,417,693	3,045,369	2,982,109	-63,260	-2%	-2,435,584	-45%
Disproportionate Share (DSH)	-585,235	-409,278	-621,578	-621,578	0	0%	-212,300	52%
<b>Total Revenue Deductions</b>	<b>28,085,490</b>	<b>34,283,844</b>	<b>25,812,454</b>	<b>26,358,984</b>	<b>546,530</b>	<b>2%</b>	<b>-7,924,860</b>	<b>-23%</b>
<b>Net Patient Services Revenue</b>	<b>20,224,258</b>	<b>18,589,477</b>	<b>15,853,298</b>	<b>16,061,705</b>	<b>208,407</b>	<b>1%</b>	<b>-2,527,772</b>	<b>-14%</b>
DSRIP	896,557	1,120,388	1,100,000	1,100,000	0	0%	-20,388	-2%
340B Funding	1,149,145	1,430,059	1,348,719	1,389,181	40,462	3%	-40,878	-3%
Other Operating Revenue	1,650,124	1,224,337	1,178,146	1,183,490	5,344	0%	-40,847	-3%
<b>Total Other Operating Revenue</b>	<b>3,695,827</b>	<b>3,774,784</b>	<b>3,626,865</b>	<b>3,672,671</b>	<b>45,806</b>	<b>1%</b>	<b>-102,113</b>	<b>-3%</b>
<b>Net Operating Income</b>	<b>23,920,084</b>	<b>22,364,261</b>	<b>19,480,163</b>	<b>19,734,376</b>	<b>162,601</b>	<b>1%</b>	<b>-2,425,660</b>	<b>-11%</b>
<b>EXPENSES</b>								
Salaries	13,082,370	13,564,753	12,288,356	11,565,595	-722,761	-6%	-1,999,159	-15%
Benefits	4,784,469	5,172,402	5,279,878	5,149,079	-130,799	-2%	-23,323	0%
Contract Physician Fees	1,991,496	3,289,193	2,150,851	2,891,100	740,249	34%	-398,093	-12%
Contracts, Purchased Services, Other Fees	4,018,029	3,844,709	4,741,221	4,432,084	-309,137	-7%	587,375	15%
Supplies	2,177,012	2,435,087	1,946,528	2,540,733	594,205	31%	105,646	4%
Utilities	779,002	656,242	582,772	665,012	82,241	14%	8,771	1%
Repairs & Maintenance	821,964	847,231	590,748	964,633	373,884	63%	117,401	14%
Insurance	62,844	71,377	54,149	55,232	1,083	2%	-16,146	-23%
Other Expenses	349,160	432,999	151,129	242,948	91,818	61%	-190,051	-44%
Depreciation	1,222,417	1,246,866	1,222,417	1,246,866	24,448	2%	0	0%
<b>Total Expenses</b>	<b>29,288,763</b>	<b>31,560,860</b>	<b>29,008,050</b>	<b>29,753,282</b>	<b>745,232</b>	<b>3%</b>	<b>-1,807,578</b>	<b>-6%</b>
<b>Operating Gain / (Loss)</b>	<b>-5,368,678</b>	<b>-9,196,599</b>	<b>-9,527,887</b>	<b>-10,018,905</b>	<b>-582,630</b>	<b>6%</b>	<b>-618,081</b>	<b>7%</b>
Pecos County Subsidies - Operating	4,314,695	4,100,000	4,120,000	4,240,000	120,000	3%	140,000	3%
Pecos County Subsidies - Capital	313,905	1,100,000	1,100,000	1,300,000	200,000	0%	200,000	18%
Private UC - Community Benefits	0	0	0	0	0	0%	0	0%
Other Non-Operating Income	265,907	250,192	386,380	397,971	11,591	3%	147,780	59%
<b>Total Non-Operating Income</b>	<b>4,894,506</b>	<b>5,450,192</b>	<b>5,606,380</b>	<b>5,937,971</b>	<b>331,591</b>	<b>6%</b>	<b>487,780</b>	<b>9%</b>
<b>Net Gain / (Loss)</b>	<b>-474,172</b>	<b>-3,746,407</b>	<b>-3,921,507</b>	<b>-4,080,934</b>	<b>-251,039</b>	<b>6%</b>	<b>-130,302</b>	<b>3%</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

**PATIENT SERVICES REVENUE**

	<b>2019 ACTUAL</b>	<b>2020 PROJECTED</b>	<b>2021 BUDGET</b>	<b>VARIANCE FROM PROJECTED</b>	<b>% VARIANCE FROM PROJECTED</b>
HOSPITAL INPATIENT	7,262,427	6,130,015	6,001,315	-128,700	-2%
HOSPITAL OUTPATIENT	14,831,934	11,467,951	11,452,631	-15,320	0%
EMERGENCY DEPARTMENT	15,546,394	13,147,107	13,971,234	824,128	6%
SWING BED	601,902	597,113	340,909	-256,204	-43%
HOME HEALTH	1,338,542	1,063,440	1,074,074	10,634	1%
HOSPICE	1,467,481	2,471,214	2,495,926	24,712	1%
CLINIC	7,261,068	6,788,911	7,084,599	295,687	4%
<b>TOTAL REVENUE</b>	<b>48,309,748</b>	<b>41,665,751</b>	<b>42,420,689</b>	<b>754,937</b>	<b>2%</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

**REVENUE ADJUSTMENTS**

	<b>2019 ACTUAL</b>	<b>2020 PROJECTED</b>	<b>2021 BUDGET</b>	<b>VARIANCE FROM PROJECTED</b>	<b>% VARIANCE FROM PROJECTED</b>
CONTRACTUAL ALLOWANCES	22,996,482.65	18,040,377.64	18,632,043.43	591,665.79	0.03
CHARITY CARE	7,175,750.17	4,895,174.88	4,895,174.88	0.00	0.00
INDIGENT	329,493.94	453,110.04	471,234.44	18,124.40	0.04
BAD DEBT	-1,831,001.04	3,045,368.96	2,982,108.91	-63,260.04	-0.02
DISPROPORTIONATE SHARE	-585,235.33	-621,577.85	-621,577.85	0.00	0.00
<b>TOTAL REVENUE ADJUSTMENTS</b>	<b>28,085,490.39</b>	<b>25,812,453.67</b>	<b>26,358,983.81</b>	<b>546,530.14</b>	<b>0.02</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

**NON-PATIENT SERVICES REVENUE**

	<b>2019 ACTUAL</b>	<b>2020 PROJECTED</b>	<b>2021 BUDGET</b>	<b>VARIANCE FROM PROJECTED</b>	<b>% VARIANCE FROM PROJECTED</b>
<b><i>OTHER OPERATING REVENUE</i></b>					
DSRIP FUNDING	896,557	1,100,000	1,100,000	0	0%
340B FUNDING	1,149,145	1,348,719	1,389,181	40,462	3%
OTHER OPERATING REVENUE	1,650,124	1,178,146	1,183,490	5,344	0%
TOTAL OTHER OPERATING REVENUE	3,695,827	3,626,865	3,672,671	45,806	1%
<b><i>NON-OPERATING REVENUE</i></b>					
COUNTY SUBSIDIES - OPERATING	4,314,695	4,193,202	4,240,000	46,798	1%
COUNTY SUBSIDIES - CAPITAL	313,905	1,100,000	1,300,000	200,000	0%
PRIVATE UC / COMMUNITY BENEFITS	0	0	0	0	0%
OTHER NON-OPERATING REVENUE	265,907	386,380	397,971	11,591	3%
TOTAL NON-OPERATING REVENUE	4,894,506	5,679,582	5,937,971	258,389	5%
<b>TOTAL OTHER REVENUE</b>	<b>8,590,333</b>	<b>9,306,447</b>	<b>9,610,642</b>	<b>304,195</b>	<b>3%</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

**SALARIES AND WAGES**

\*DOES NOT include Longevity  
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	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED*	2021 BUDGET**	VARIANCE FROM BUDGETED	% VARIANCE FROM BUDGETED
ROUTINE NURSING	1,447,179	1,561,457	1,400,221	1,306,105	-255,352	-16%
OPERATING ROOM	275,752	269,318	202,704	260,849	-8,469	-3%
OB/DELIVERY	250,220	292,946	226,931	294,810	1,863	1%
CENTRAL SUPPLY	89,141	90,702	92,783	79,348	-11,354	-13%
EMERGENCY DEPARTMENT	1,049,794	1,157,403	967,985	1,020,168	-137,235	-12%
FAST TRACK CLINIC	478,219	457,073	580,080	474,937	17,865	4%
LAB	546,523	580,941	557,196	571,591	-9,350	-2%
RADIOLOGY	696,495	661,172	616,396	525,203	-135,969	-21%
PHARMACY	214,259	221,795	158,338	131,989	-89,805	-40%
CRNA ANESTHESIA	174,978	0	0	0	0	0%
WELLNESS	100,637	159,944	77,076	127,352	-32,593	-20%
RESPIRATORY THERAPY	445,885	467,325	411,432	357,690	-109,635	-23%
PHYSICAL THERAPY	389,537	410,333	353,722	415,257	4,924	1%
CARDIAC REHAB	94,010	92,717	46,146	24,960	-67,757	-73%
HOME HEALTH	724,136	683,512	646,876	549,666	-133,846	-20%
HOSPICE	348,195	406,246	392,547	404,704	-1,542	0%
SOCIAL SERVICES	69,507	52,520	52,618	52,520	0	0%
INFORMATION TECHNOLOGY	130,456	127,831	128,568	127,955	124	0%
SANDERSON RHC	273,739	265,276	240,160	250,173	-15,104	-6%
FS RHC	3,106,625	3,278,636	2,816,759	2,915,106	-363,530	-11%
HEALTH & BEAUTY	0	0	0	0	0	0%
QA	62,174	52,914	62,214	28,634	-24,280	-46%
INFECTION CONTROL	52,117	62,688	53,596	85,224	22,536	36%
DIETARY	188,764	270,063	207,324	188,205	-81,858	-30%
PLANT OPERATIONS	165,214	171,616	197,453	164,449	-7,168	-4%
ENVIRONMENTAL SERVICES	344,809	365,435	341,759	285,093	-80,342	-22%
LAUDRY	10,098	11,554	25,347	24,589	13,035	113%
MEDICAL RECORDS / HIM	195,606	207,245	192,329	160,430	-46,816	-23%
BUSINESS OFFICE	520,889	535,517	547,951	186,323	-349,194	-65%
FISCAL SERVICES	80,548	81,280	80,470	81,280	0	0%
ADMINISTRATION	411,151	420,442	320,507	322,132	-98,310	-23%
HUMAN RESOURCES	95,945	98,317	98,494	98,317	0	0%
COUNTY INDIGENT	49,767	50,536	50,184	50,538	2	0%
<b>TOTAL SALARIES</b>	<b>13,082,370</b>	<b>13,564,753</b>	<b>12,288,356</b>	<b>11,565,595</b>	<b>-1,999,159</b>	<b>-16%</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

**EMPLOYEE BENEFITS**

	<b>2019 ACTUAL</b>	<b>2020 PROJECTED</b>	<b>2021 BUDGET</b>	<b>VARIANCE FROM PROJECTED</b>	<b>% VARIANCE FROM PROJECTED</b>
GROUP INSURANCE	2,332,621.85	2,758,864.80	2,933,292.53	174,427.73	0.06
RETIREMENT	1,496,590.60	1,577,631.24	1,376,494.41	-201,136.82	-0.13
FICA	890,505.26	885,930.74	778,968.28	-106,962.46	-0.12
FUTA & SUTA	19,823.33	16,248.34	17,060.75	812.42	0.05
WORKER'S COMPENSATION	44,927.90	41,203.20	43,263.36	2,060.16	0.05
<b>TOTAL BENEFITS</b>	<b>4,784,468.94</b>	<b>5,279,878.31</b>	<b>5,149,079.34</b>	<b>-130,798.97</b>	<b>-0.02</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

	2019 ACTUAL	2020 PROJECTED	2021 BUDGET	VARIANCE FROM PROJECTED	% VARIANCE FROM PROJECTED
<b>MEDICAL SPECIALISTS &amp; OTHER FEES</b>					
ER PHYSICIANS	1,810,050.00	1,974,600.00	1,974,600.00	0.00	0.00
OTHER MEDICAL SPECIALISTS	181,445.63	176,251.06	916,500.00	740,248.94	4.20
INFORMATION SYSTEM FEES	216,704.92	199,497.60	203,487.55	3,989.95	0.02
CREDIT & COLLECTION FEES	50,650.80	80,742.24	82,357.08	1,614.84	0.02
LEGAL	38,404.80	39,679.73	40,473.32	793.59	0.02
AUDIT & ACCOUNTING	0.00	0.00	0.00	0.00	0.00
OTHER FEES	183,214.11	118,500.70	173,997.94	55,497.24	0.47
CONTRACT SERVICES -ROUT NURS	23,048.15	70,173.12	71,576.58	1,403.46	0.02
CONTRACT SERVICES -OPER ROOM	53,837.51	51,489.07	52,518.85	1,029.78	0.02
CONTRACT SERVICES -OB/DELIV	12,260.59	8,638.90	24,000.00	15,361.10	1.78
CONTRACT SERVICES -E/R	115,038.26	327,721.44	175,000.00	-152,721.44	-0.47
CONTRACT SERVICES -BLOOD BNK	10,757.80	9,600.00	9,792.00	192.00	0.02
CONTRACT SERVICES -RADIOLOGY	245,554.87	366,568.49	373,899.86	7,331.37	0.02
CONTRACT SERVICES -PHARMACY	171,989.99	170,972.42	184,400.00	13,427.58	0.08
CONTRACT SERVICES -CRNA ANES	394,135.27	480,900.14	490,518.15	9,618.00	0.02
CONTRACT SERVICES -SLEEP LAB	0.00	0.00	0.00	0.00	0.00
CONTRACT SERVICES -PHYS THER	18,118.42	12,341.83	12,588.67	246.84	0.02
CONTRACT SERVICES -HHA	67,371.88	63,478.70	90,000.00	26,521.30	0.42
CONTRACT SERVICES -HOSPICE	217,768.79	274,289.78	290,000.00	15,710.22	0.06
CONTRACT SERVICES -SOC SVCS	1,902.57	0.00	0.00	0.00	0.00
CONTRACT SERVICES -EMG PREP	0.00	22,008.00	22,448.16	440.16	0.00
CONTRACT SERVICES -IT	440,559.43	733,385.90	792,700.00	59,314.10	0.08
CONTRACT SERVICES -FS RHC	12,460.35	13,118.11	13,380.47	262.36	0.02
CONTRACT SERVICES -FS RHC	439,414.93	891,183.58	200,000.00	-691,183.58	-0.78
CONTRACT SERVICES -QA	39,742.07	5,538.24	50,000.00	44,461.76	8.03
CONTRACT SERVICES -INF CNTRL	6,284.26	30,307.80	30,913.96	606.16	0.02
CONTRACT SERVICES -DIETARY	22,871.28	19,973.26	20,372.72	399.47	0.02
CONTRACT SERVICES -PLANT OP	51,428.95	108,466.46	110,635.79	2,169.33	0.02
CONTRACT SERVICES -MED REC	67,818.48	108,613.44	70,000.00	-38,613.44	-0.36
CONTRACT SERVICES -BUS OFF	314,248.88	263,498.06	480,000.00	216,501.94	0.82
CONTRACT SERVICES -ADMIN	681,851.40	227,315.66	231,861.98	4,546.31	0.02
OTHER CONTRACT SERVICES	120,589.99	24,990.58	116,568.65	91,578.08	3.66
<b>TOTAL CONTRACT &amp; OTHER FEES</b>	<b>6,009,524.38</b>	<b>6,873,844.32</b>	<b>7,304,591.74</b>	<b>430,747.42</b>	<b>0.06</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

	2019 ACTUAL	2020 PROJECTED	2021 BUDGET	VARIANCE FROM PROJECTED	% VARIANCE FROM PROJECTED
<b>SUPPLIES</b>					
CHARGEABLE C/S SUPPLIES	671,286.25	579,338.62	866,109.80	286,771.19	0.49
NON-CHARGEABLE C/S SUPPLIES	972,897.37	847,746.91	928,426.58	80,679.67	0.10
MINOR EQUIPMENT	89,764.38	107,983.51	266,319.58	158,336.06	1.47
DEPARTMENTAL SUPPLIES	210,471.68	232,070.98	271,892.52	39,821.54	0.17
FORMS & PRINTING	8,333.11	13,632.19	14,876.69	1,244.50	0.09
CLEANING SUPPLIES	100,508.87	78,870.00	104,740.65	25,870.65	0.33
FOOD COSTS	92,997.25	82,461.05	84,110.27	1,649.22	0.02
LINEN	30,408.73	3,352.08	3,419.12	67.04	0.02
OTHER SUPPLIES	344.26	986.14	750.00	-236.14	-0.24
<b>TOTAL SUPPLIES</b>	<b>2,177,011.90</b>	<b>1,946,441.47</b>	<b>2,540,645.20</b>	<b>594,203.73</b>	<b>0.31</b>



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	<b>2019 ACTUAL</b>	<b>2020 PROJECTED</b>	<b>2021 BUDGET</b>	<b>VARIANCE FROM PROJECTED</b>	<b>% VARIANCE FROM PROJECTED</b>
<b><i>UTILITIES</i></b>					
ELECTRICITY	335,631.03	333,591.31	340,263.14	6,671.83	0.02
GAS & WATER	55,067.41	55,258.03	56,363.19	1,105.16	0.02
TELEPHONE	319,222.56	126,877.13	200,000.00	73,122.87	0.58
CABLE TV	17,324.44	17,931.72	18,290.35	358.63	0.02
POSTAGE	18,071.91	15,444.53	15,753.42	308.89	0.02
SHIPPING	33,685.06	27,708.67	28,262.85	554.17	0.02
OTHER	0.00	4,663.68	4,756.95	93.27	0.02
<b>TOTAL UTILITIES</b>	<b>779,002.41</b>	<b>581,475.07</b>	<b>663,689.90</b>	<b>82,214.83</b>	<b>0.14</b>

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	<b>2019 ACTUAL</b>	<b>2020 PROJECTED</b>	<b>2021 BUDGET</b>	<b>VARIANCE FROM PROJECTED</b>	<b>% VARIANCE FROM PROJECTED</b>
<b><i>OTHER EXPENSES</i></b>					
REPAIRS & MAINTENANCE	821,963.57	590,748.24	964,632.52	373,884.28	0.63
INSURANCE	62,843.87	54,148.63	55,231.60	1,082.97	0.02
DUES & SUBSCRIPTIONS	54,942.47	33,681.10	46,565.92	12,884.82	0.38
TRAVEL	127,544.05	63,647.81	98,905.09	35,257.28	0.55
RECRUITMENT	65,926.59	0.00	20,000.00	20,000.00	0.00
OTHER EXPENSES	100,747.32	53,800.56	77,476.57	23,676.01	0.44
<b>TOTAL OTHER EXPENSES</b>	<b>1,233,967.87</b>	<b>796,026.34</b>	<b>1,262,811.70</b>	<b>466,785.37</b>	<b>0.59</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
002	SALARIES	1,447,178.56	1,561,457.12	1,400,220.82	1,306,105.45
002	GROUP INSURANCE	254,828.85	297,675.42	275,726.83	310,500.00
002	FUTA & SUTA	1,458.84	3,196.85	2,949.24	3,096.70
002	FICA EXPENSE	104,680.28	119,451.47	100,741.43	88,097.38
002	RETIREMENT	147,917.57	156,210.90	147,301.36	124,142.45
002	NON-CHRG C/S SUPP	33,644.14	34,208.84	31,752.24	32,387.28
002	MINOR EQUIPMENT	2,325.72	31,125.02	11,882.40	16,730.00
002	DEPT SUPPLIES	6,767.31	4,887.31	4,206.43	4,290.56
002	FORMS & PRINTING	336.29	66.27	1,448.88	1,477.86
002	UNIFORMS	0.00	0.00	0.00	0.00
002	PHARM. LOST CHGS	0.00	0.00	0.00	0.00
002	C/S LOST CHGS	0.00	0.00	0.00	0.00
002	CONTRACT SERVICES	23,048.15	5,100.00	70,173.12	71,576.58
002	CONTRACT LABOR	0.00	0.00	0.00	0.00
002	ADVERTISING	0.00	0.00	0.00	0.00
002	MAINTENANCE CONTR	1,800.00	4,406.40	0.00	11,000.00
002	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
002	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
002	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
002	TUITION SCHOOL EXP	704.00	1,723.39	0.00	1,000.00
002	TRAVEL	0.00	0.00	0.00	0.00
002	INSERVICE EDUCATION	1,587.00	9,180.00	0.00	0.00
002	RECRUIT/PERSONNEL	0.00	0.00	0.00	0.00
002	PATIENT EDU	0.00	0.00	0.00	500.00
002	AMBULANCE ATTND FEE	0.00	0.00	0.00	0.00
002	SCHOOL OF NURS EXP	0.00	0.00	0.00	0.00
002	LVN SCHOOL EXPENSE	0.00	0.00	0.00	0.00
<b>002</b>	<b>Total</b>	<b>2,026,276.71</b>	<b>2,228,688.98</b>	<b>2,046,402.75</b>	<b>1,970,904.26</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
008	NON-CHRG C/S SUPP	11,207.07	2,260.70	14,263.13	14,548.39
008	MINOR EQUIPMENT	720.44	1,763.64	1,532.50	3,700.00
008	DEPT SUPPLIES	457.20	244.80	128.93	300.00
008	FORMS & PRINTING	0.00	0.00	0.00	0.00
008	UNIFORMS	0.00	0.00	0.00	0.00
008	COST OF GOODS SOLD	0.00	0.00	0.00	0.00
008	PHARM. LOST CHGS	0.00	0.00	0.00	0.00
008	C/S LOST CHGS	0.00	0.00	0.00	0.00
008	CONTRACT SERVICES	0.00	0.00	0.00	0.00
008	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
008	REPAIRS EQUIPMENT	2,609.77	1,982.88	0.00	2,600.00
008	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
008	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
008	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
008	TRAVEL	0.00	0.00	0.00	0.00
008	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
008	LAST RESORT	0.00	0.00	0.00	0.00
<b>008</b>	<b>Total</b>	<b>14,994.48</b>	<b>6,252.02</b>	<b>15,924.55</b>	<b>21,148.39</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
010	SALARIES	275,751.68	269,317.92	202,703.55	260,848.67
010	GROUP INSURANCE	30,083.22	43,199.83	51,999.84	54,000.00
010	FUTA & SUTA	167.75	422.73	383.66	402.85
010	FICA EXPENSE	20,971.15	20,602.82	19,711.79	18,541.51
010	RETIREMENT	29,055.21	25,489.25	29,882.81	26,127.77
010	NON-CHRG C/S SUPP	84,523.37	126,774.18	91,243.94	93,068.82
010	MINOR EQUIPMENT	36,723.17	52,456.38	1,299.10	39,000.00
010	DEPT SUPPLIES	16,311.73	15,584.87	17,727.31	18,081.86
010	FORMS & PRINTING	756.96	513.13	0.00	0.00
010	UNIFORMS	285.82	1,275.00	758.30	750.00
010	COST OF GOODS SOLD	5,806.34	12,775.97	364.22	100,500.00
010	PHARM. LOST CHGS	0.00	0.00	0.00	0.00
010	C/S LOST CHGS	0.00	0.00	0.00	0.00
010	CONTRACT SERVICES	53,837.51	11,220.00	51,489.07	52,518.85
010	MAINTENANCE CONTR	5,898.75	10,200.00	0.00	0.00
010	REPAIRS BUILDING	2,604.59	0.00	0.00	0.00
010	REPAIRS EQUIPMENT	2,018.05	3,060.00	288.00	293.76
010	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
010	DUES & SUBSCRIPTIONS	0.00	153.00	0.00	0.00
010	TUITION SCHOOL EXP	39.00	95.47	0.00	0.00
010	TRAVEL	36.54	510.00	3,111.46	3,173.69
010	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
010	PATIENT EDU	0.00	0.00	0.00	0.00
<b>010</b>	<b>Total</b>	<b>564,870.84</b>	<b>593,650.56</b>	<b>470,963.06</b>	<b>667,307.78</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
012	SALARIES	250,219.94	292,946.19	226,931.22	294,809.66
012	GROUP INSURANCE	39,166.52	43,199.83	25,999.92	40,500.00
012	FUTA & SUTA	249.49	594.67	422.09	443.19
012	FICA EXPENSE	19,092.65	22,410.38	17,276.30	19,684.31
012	RETIREMENT	22,213.44	20,730.92	18,813.10	27,738.15
012	NON-CHRG C/S SUPP	9,908.93	10,637.88	8,300.14	8,466.14
012	MINOR EQUIPMENT	5,759.01	6,743.60	1,709.71	12,000.00
012	DEPT SUPPLIES	6,013.30	2,462.61	258.14	4,000.00
012	FORMS & PRINTING	0.00	0.00	0.00	0.00
012	UNIFORMS	0.00	0.00	0.00	0.00
012	PHARM. LOST CHGS	0.00	0.00	0.00	0.00
012	C/S LOST CHGS	0.00	0.00	0.00	0.00
012	CONTRACT SERVICES	12,260.59	27,322.25	8,638.90	24,000.00
012	ADVERTISING	0.00	0.00	0.00	0.00
012	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
012	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
012	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
012	DUES & SUBSCRIPTIONS	83.33	0.00	0.00	0.00
012	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
012	TRAVEL	244.64	0.00	0.00	0.00
012	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
012	PT EDUCATION	0.00	0.00	0.00	0.00
<b>012</b>	<b>Total</b>	<b>365,211.84</b>	<b>427,048.34</b>	<b>308,349.52</b>	<b>431,641.45</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
014	SALARIES	89,141.28	90,701.99	92,783.38	79,348.18
014	GROUP INSURANCE	32,249.88	35,999.86	36,399.89	27,000.00
014	FUTA & SUTA	126.00	321.05	301.90	316.99
014	FICA EXPENSE	6,360.55	6,938.70	6,710.19	6,023.06
014	RETIREMENT	9,282.54	9,269.74	10,321.15	8,487.39
014	NON-CHRG	0.63	0.00	15.22	15.52
014	MINOR EQUIPMENT	0.00	0.00	2,791.20	2,847.02
014	DEPT SUPPLIES	1,516.56	1,878.42	1,368.65	1,396.02
014	FORMS & PRINTING	0.00	0.00	256.90	262.03
014	UNIFORMS	0.00	0.00	0.00	0.00
014	COST OF GOODS SOLD	0.00	0.00	0.00	0.00
014	CREDIT UNIFORM SALES	0.00	0.00	0.00	0.00
014	CONTRACT SERVICES	905.64	923.75	181.13	184.75
014	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
014	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
014	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
014	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
014	TRAVEL	56.68	0.00	0.00	0.00
014	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
014	LAST RESORT	0.00	0.00	0.00	0.00
<b>014</b>	<b>Total</b>	<b>139,639.76</b>	<b>146,033.52</b>	<b>151,129.59</b>	<b>125,880.98</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
016	SALARIES	1,049,794.07	1,157,402.66	967,984.97	1,020,167.57
016	GROUP INSURANCE	113,931.71	120,141.79	98,845.30	162,000.00
016	FUTA & SUTA	952.26	1,913.36	1,455.26	1,528.03
016	FICA EXPENSE	76,369.36	88,541.30	70,728.10	68,386.86
016	RETIREMENT	100,033.15	103,180.25	96,947.54	96,367.37
016	NON-CHRG C/S SUPP	36,752.84	48,096.84	28,312.42	48,000.00
016	MINOR EQUIPMENT	299.00	66,967.08	575.93	66,000.00
016	DEPT SUPPLIES	10,152.71	9,239.95	8,105.47	8,000.00
016	FORMS & PRINTING	3,290.78	6,630.00	1,988.38	3,000.00
016	NON-CHG RX SUPPLIES	0.00	0.00	0.00	0.00
016	PHARM. LOST CHGS	0.00	0.00	0.00	0.00
016	C/S LOST CHGS	0.00	0.00	0.00	0.00
016	CONTRACT SERVICES	115,038.26	35,700.00	327,721.44	175,000.00
016	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
016	REPAIRS EQUIPMENT	3,743.00	9,162.86	0.00	3,000.00
016	EQUIPMENT RENTAL	31,546.74	0.00	52,858.97	53,916.15
016	DUES & SUBSCRIPTIONS	0.00	0.00	1,200.00	1,224.00
016	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
016	TRAVEL	0.00	0.00	0.00	0.00
016	INSERVICE EDUCATION	0.00	12,852.00	0.00	11,000.00
016	RECRUITMENT	0.00	0.00	0.00	0.00
016	PATIENT EDUCATION	0.00	2,040.00	0.00	2,000.00
<b>016</b>	<b>Total</b>	<b>1,541,903.88</b>	<b>1,661,868.09</b>	<b>1,656,723.76</b>	<b>1,719,589.98</b>



PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
017	SALARIES	478,218.74	457,072.52	580,079.92	474,937.25
017	GROUP INSURANCE	73,499.73	71,999.71	98,799.70	108,000.00
017	FUTA & SUTA	487.28	1,010.07	1,097.14	1,151.99
017	FICA EXPENSE	29,962.39	34,966.05	35,289.54	35,459.76
017	RETIREMENT	41,542.05	43,760.66	53,033.25	49,968.13
017	NON-CHRG C/S SUPP	54,234.22	74,635.28	80,986.58	82,606.32
017	MINOR EQUIPMENT	0.00	43,045.02	1,408.49	1,436.66
017	DEPT SUPPLIES	11,579.92	13,558.30	9,816.05	10,012.37
017	FORMS & PRINTING	35.60	0.00	225.12	229.62
017	COST OF DRUGS	0.00	0.00	0.00	0.00
017	NON-CHG RX SUPPLIES	0.00	0.00	0.00	0.00
017	PHARM. LOST CHGS	0.00	0.00	0.00	0.00
017	C/S LOST CHGS	0.00	0.00	0.00	0.00
017	CONTRACT SERVICES	86,838.95	103,044.86	11,687.98	103,000.00
017	ADVERTISING	0.00	0.00	0.00	0.00
017	MAINTENANCE CONTR	3,818.91	0.00	0.00	3,900.00
017	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
017	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
017	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
017	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
017	TRAVEL	2,422.95	2,040.00	0.00	2,400.00
017	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
017	PATIENT EDUCATION	0.00	0.00	0.00	0.00
<b>017</b>	<b>Total</b>	<b>782,640.74</b>	<b>845,132.48</b>	<b>872,423.75</b>	<b>873,102.09</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
018	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
018	DEPT SUPPLIES	0.00	0.00	0.00	0.00
018	FORMS & PRINTING	0.00	0.00	0.00	0.00
018	CONTRACT SERVICES	0.00	0.00	0.00	0.00
018	BOOKS/DUES/SUBSRIPTIONS	0.00	0.00	0.00	0.00
018	TRAVEL	0.00	0.00	0.00	0.00
018	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
018	LAST RESORT	0.00	0.00	0.00	0.00
018	E/R PHYSICIAN FEES	1,810,050.00	2,381,367.60	1,974,600.00	2,014,092.00
<b>018</b>	<b>Total</b>	<b>1,810,050.00</b>	<b>2,381,367.60</b>	<b>1,974,600.00</b>	<b>2,014,092.00</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
020	SALARIES	546,522.92	580,941.19	557,196.28	571,591.40
020	GROUP INSURANCE	108,416.26	131,999.47	119,599.63	135,000.00
020	FUTA & SUTA	564.53	1,262.60	1,097.93	1,152.82
020	FICA EXPENSE	40,227.87	44,442.00	41,444.77	39,573.61
020	RETIREMENT	55,864.65	55,459.55	60,867.96	55,765.16
020	NON-CHRG C/S SUPP	575,887.04	635,504.08	443,677.51	452,551.06
020	MINOR EQUIPMENT	1,425.64	14,103.07	33,336.00	34,002.72
020	DEPT SUPPLIES	5,150.73	6,414.62	1,818.72	1,855.09
020	FORMS & PRINTING	50.00	122.40	0.00	0.00
020	COST OF DRUGS	0.00	0.00	0.00	0.00
020	CONTRACT SERVICES	13,453.29	1,116.78	8,552.11	8,723.15
020	ADVERTISING	0.00	0.00	0.00	0.00
020	PATHLAB FEE SENDOUT	13,003.39	12,689.72	11,861.90	12,099.14
020	PATHLAB FEE TISSUE	3,902.50	1,182.38	789.60	805.39
020	MAINTENANCE CONTR	74,220.23	106,776.45	147,411.36	169,000.00
020	REPAIRS EQUIPMENT	2,144.47	4,072.15	4,983.98	5,083.66
020	EQUIPMENT RENTAL	69,819.11	44,540.60	61,630.18	62,862.78
020	DUES & SUBSCRIPTIONS	18,938.10	14,134.75	14,940.00	25,000.00
020	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
020	TRAVEL	292.32	715.60	0.00	0.00
020	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
020	RECRUIT/PERSONNEL	0.00	4,590.00	0.00	20,000.00
020	LAST RESORT	0.00	0.00	0.00	0.00
020	PROPERTY TAX	0.00	2,952.94	4,663.68	4,756.95
020	PHYS FEES/CONSULT	16,437.00	16,981.78	7,380.00	6,500.00
<b>020</b>	<b>Total</b>	<b>1,546,320.05</b>	<b>1,680,002.12</b>	<b>1,521,251.62</b>	<b>1,606,322.95</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
022	NON-CHRG C/S SUPP	8,611.38	19,210.48	9,219.26	9,403.65
022	DEPT SUPPLIES	0.00	0.00	0.00	0.00
022	COST OF BLOOD	40,577.01	48,830.45	49,850.59	50,847.60
022	CONTRACT SERVICES	10,757.80	45,307.09	9,600.00	9,792.00
022	TRAVEL	0.00	0.00	0.00	0.00
022	LAST RESORT	0.00	0.00	0.00	0.00
<b>022</b>	<b>Total</b>	<b>59,946.19</b>	<b>113,348.03</b>	<b>68,669.86</b>	<b>70,043.25</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
024	SALARIES	696,495.39	661,172.03	616,395.60	525,202.71
024	GROUP INSURANCE	89,416.33	122,399.51	101,399.69	108,000.00
024	FUTA & SUTA	709.37	1,548.36	1,080.41	1,134.43
024	FICA EXPENSE	51,872.16	50,579.66	45,915.06	38,541.23
024	RETIREMENT	64,142.18	52,381.08	60,881.93	54,310.39
024	NON-CHRG C/S SUPP	2,680.06	2,731.31	2,037.84	2,078.60
024	MINOR EQUIPMENT	262.00	201.96	0.00	0.00
024	DEPT SUPPLIES	19,039.17	19,258.15	11,823.02	12,059.48
024	FORMS & PRINTING	100.00	244.80	0.00	0.00
024	UNIFORMS	0.00	0.00	0.00	0.00
024	X-RAY & FILM SOLU	0.00	0.00	0.00	0.00
024	CREDIT SILVER RECOV	0.00	0.00	0.00	0.00
024	COST OF OXYGEN	0.00	0.00	0.00	0.00
024	COST OF DRUGS	27,843.30	37,994.50	16,883.21	37,000.00
024	NON-CHG RX SUPPLIES	510.44	898.42	145.92	900.00
024	CONTRACT SERVICES	245,554.87	150,914.55	366,568.49	373,899.86
024	ADVERTISING	0.00	0.00	0.00	0.00
024	MAINTENANCE CONTR	245,674.42	220,851.34	142,949.28	430,000.00
024	REPAIRS BUILDING	50.00	0.00	484.80	494.50
024	REPAIRS EQUIPMENT	40,250.00	94,860.00	0.00	0.00
024	EQUIPMENT RENTAL	20,567.00	14,688.00	0.00	0.00
024	DUES & SUBSCRIPTIONS	1,972.00	0.00	0.00	0.00
024	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
024	TRAVEL	2,639.98	3,820.50	258.24	263.40
024	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
024	LAST RESORT	0.00	0.00	0.00	0.00
024	PROPERTY TAXES	0.00	0.00	0.00	0.00
024	PHYS FEES/CONSULT	6,705.57	12,307.64	0.00	10,000.00
<b>024</b>	<b>Total</b>	<b>1,516,484.24</b>	<b>1,446,851.80</b>	<b>1,366,823.49</b>	<b>1,593,884.60</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
025	NON-CHRG C/S SUPP	0.00	0.00	0.00	0.00
025	MINOR EQUIPMENT	693.08	1,696.66	0.00	1,000.00
025	DEPT SUPPLIES	0.00	0.00	0.00	0.00
025	FORMS & PRINTING	0.00	0.00	0.00	0.00
025	UNIFORMS	0.00	0.00	0.00	0.00
025	X-RAY & FILM SOLU	0.00	0.00	0.00	0.00
025	CREDIT SILVER RECOV	0.00	0.00	0.00	0.00
025	COST OF OXYGEN	0.00	0.00	0.00	0.00
025	COST OF DRUGS	0.00	0.00	0.00	15,000.00
025	NON-CHG RX SUPPLIES	0.00	0.00	0.00	0.00
025	CONTRACT SERVICES	0.00	0.00	0.00	0.00
025	ADVERTISING	0.00	0.00	0.00	0.00
025	MAINTENANCE CONTR	19,374.99	47,429.98	0.00	47,000.00
025	REPAIRS BUILDING	0.00	0.00	0.00	0.00
025	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
025	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
025	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
025	TUITION SCHOOL EXP	7,448.00	16,274.30	0.00	0.00
025	TRAVEL	1,796.64	0.00	0.00	0.00
025	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
025	LAST RESORT	0.00	0.00	0.00	0.00
025	PHYS FEES/CONSULT	0.00	0.00	0.00	0.00
<b>025</b>	<b>Total</b>	<b>29,312.71</b>	<b>65,400.94</b>	<b>0.00</b>	<b>63,000.00</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
026	SALARIES	214,258.90	221,794.57	158,338.44	131,989.16
026	GROUP INSURANCE	14,079.75	12,109.39	20,845.54	27,000.00
026	FUTA & SUTA	167.66	316.69	301.78	316.86
026	FICA EXPENSE	16,100.84	16,967.28	11,757.31	9,939.34
026	RETIREMENT	22,259.53	21,570.10	17,709.04	14,006.02
026	NON-CHRG C/S SUPP	372.89	0.00	122.14	124.58
026	MINOR EQUIPMENT	900.00	2,203.20	0.00	0.00
026	DEPT SUPPLIES	1,275.72	195.40	516.38	526.71
026	FORMS & PRINTING	66.24	0.00	0.00	0.00
026	COST OF DRUGS X 1.25	0.00	0.00	0.00	0.00
026	IV SOLUTIONS	0.00	0.00	0.00	0.00
026	COST OF DRUGS	214,002.16	160,671.71	264,105.00	269,387.10
026	N/C PHARMACY SUPPLIES	1,108.94	1,833.53	855.60	872.71
026	CONTRACT SERVICES	171,989.99	138,146.63	170,972.42	184,400.00
026	ADVERTISING	0.00	0.00	0.00	0.00
026	MAINTENANCE CONTR	3,648.32	6,265.90	0.00	0.00
026	REPAIRS BUILDING	0.00	0.00	0.00	0.00
026	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
026	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
026	DUES & SUBSCRIPTIONS	2,738.66	6,532.68	8,062.51	8,223.76
026	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
026	TRAVEL	323.68	204.00	0.00	0.00
026	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
026	RECRUIT/PERSONNEL	0.00	0.00	0.00	0.00
026	LAST RESORT	0.00	0.00	0.00	0.00
<b>026</b>	<b>Total</b>	<b>663,293.28</b>	<b>588,811.10</b>	<b>653,586.16</b>	<b>646,786.24</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
028	SALARIES	174,977.68	0.00	0.00	0.00
028	GROUP INSURANCE	2,499.99	7,199.97	0.00	0.00
028	FUTA & SUTA	81.06	0.00	0.00	0.00
028	FICA EXPENSE	11,147.22	0.00	0.00	0.00
028	RETIREMENT	18,925.77	0.00	0.00	0.00
028	NON CHARGEABLE	79.14	0.00	0.00	0.00
028	DEPT SUPPLIES	0.00	0.00	0.00	0.00
028	CONTRACT SERVICES	394,135.27	782,336.00	480,900.14	490,518.15
028	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
028	TRAVEL	0.00	0.00	0.00	0.00
028	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
028	LAST RESORT	0.00	0.00	0.00	0.00
028	PHYS FEES/CONSULT	0.00	0.00	0.00	0.00
<b>028</b>	<b>Total</b>	<b>601,846.13</b>	<b>789,535.98</b>	<b>480,900.14</b>	<b>490,518.15</b>



PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
030	NON-CHRG C/S SUPP	6,794.93	5,449.66	7,645.46	7,798.37
030	MINOR EQUIPMENT	489.00	0.00	795.60	811.51
030	DEPT SUPPLIES	855.34	569.04	66.67	68.01
030	FORMS & PRINTING	0.00	0.00	0.00	0.00
030	EPIDURAL SUPPLIES	0.00	0.00	0.00	0.00
030	COST OF OXYGEN/GASES	29,794.45	31,342.85	34,239.00	34,923.78
030	NON-CHG RX SUPPLIES	0.00	0.00	0.00	0.00
030	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
030	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
030	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
030	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
030	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
030	TRAVEL	0.00	0.00	0.00	0.00
030	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
030	RECRUIT/PERSONNEL	0.00	0.00	0.00	0.00
030	LAST RESORT	0.00	0.00	0.00	0.00
<b>030</b>	<b>Total</b>	<b>37,933.72</b>	<b>37,361.55</b>	<b>42,746.74</b>	<b>43,601.67</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
031	SALARIES	100,637.48	159,944.38	77,076.24	127,351.73
031	GROUP INSURANCE	18,999.93	16,799.93	20,799.94	13,500.00
031	FUTA & SUTA	290.47	472.00	394.06	413.76
031	FICA ESPENSE	6,896.86	12,235.75	5,461.37	9,694.78
031	RETIREMENT	7,330.71	5,287.78	6,898.10	13,661.41
031	NON-CHRG C/S SUPP	3.62	204.00	3.02	3.08
031	MINOR EQUIPMENT	16,676.02	21,378.26	8,863.85	9,041.12
031	DEPT SUPPLIES	1,112.08	1,031.59	10,245.70	10,450.61
031	FORMS & PRINTING	0.00	0.00	0.00	0.00
031	COST OF GOODS SOLD	0.00	0.00	0.00	0.00
031	CONTRACT SERVICES	6,950.06	17,013.75	0.00	0.00
031	RENT	0.00	0.00	0.00	0.00
031	ADVERTISING	0.00	0.00	0.00	0.00
031	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
031	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
031	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
031	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
031	MISC. MERCHANDISE	-596.61	-3,119.07	0.00	0.00
031	TRAVEL	0.00	0.00	0.00	0.00
031	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
031	RECRUIT/PERSONNEL	0.00	0.00	0.00	0.00
031	LAST RESORT	451.68	0.00	0.00	0.00
<b>031</b>	<b>Total</b>	<b>158,752.30</b>	<b>231,248.36</b>	<b>129,742.27</b>	<b>184,116.50</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
032	SALARIES	445,885.18	467,324.89	411,432.23	357,689.89
032	GROUP INSURANCE	40,295.45	43,254.55	41,645.47	54,000.00
032	FUTA & SUTA	343.61	760.06	736.51	773.34
032	FICA EXPENSE	33,300.82	35,750.35	30,712.51	26,194.11
032	RETIREMENT	42,089.22	41,333.17	41,236.09	36,911.44
032	NON-CHRG C/S SUPP	20,432.01	15,180.27	10,562.90	20,000.00
032	MINOR EQUIPMENT	0.00	0.00	1,063.80	1,085.08
032	DEPT SUPPLIES	562.79	967.20	372.70	380.15
032	FORMS & PRINTING	0.00	0.00	0.00	0.00
032	UNIFORMS	0.00	0.00	0.00	0.00
032	COST OF OXYGEN/GASES	5,057.54	5,702.71	2,121.60	2,164.03
032	COST OF DRUGS	0.00	0.00	0.00	0.00
032	NON-CHG RX SUPPLIES	36.82	90.14	0.00	0.00
032	PHARM. LOST CHGS	0.00	0.00	0.00	0.00
032	C/S LOST CHGS	0.00	0.00	0.00	0.00
032	CONTRACT SERVICES	0.00	0.00	0.00	0.00
032	ADVERTISING	0.00	0.00	0.00	0.00
032	MAINTENANCE CONTR	0.00	0.00	0.00	2,000.00
032	EQUIPMENT REPAIR	498.18	1,219.54	0.00	0.00
032	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
032	REPAIRS & MAINT	0.00	0.00	0.00	0.00
032	DUES & SUBSCRIPTIONS	0.00	0.00	99.96	101.96
032	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
032	TRAVEL	0.00	0.00	0.00	0.00
032	INSERVICE EDUCATION	23.50	0.00	0.00	0.00
032	RECRUIT/PERSONNEL	0.00	0.00	0.00	0.00
032	LAST RESORT	0.00	0.00	0.00	0.00
032	CAP FEES	499.95	0.00	0.00	0.00
<b>032</b>	<b>Total</b>	<b>589,025.07</b>	<b>611,582.89</b>	<b>539,983.78</b>	<b>501,300.00</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
034	SALARIES	389,537.15	410,332.85	353,721.66	415,256.82
034	GROUP INSURANCE	69,855.87	91,199.64	65,045.40	94,500.00
034	FUTA & SUTA	41.76	846.64	665.47	698.75
034	FICA ESPENSE	28,504.92	31,390.46	25,879.70	31,767.15
034	RETIREMENT	41,442.90	41,936.02	39,083.55	44,764.68
034	NON-CHRG C/S SUPP	933.95	12,387.17	13,873.01	14,150.47
034	MINOR EQUIPMENT	1,653.85	1,762.56	0.00	5,600.00
034	DEPT SUPPLIES	4,663.64	3,355.33	8,029.20	8,189.78
034	FORMS & PRINTING	0.00	0.00	0.00	0.00
034	COST OF GOODS SOLD	1,992.33	3,570.00	3,211.01	3,275.23
034	CONTRACT SERVICES	18,118.42	18,596.75	12,341.83	12,588.67
034	RENTAL/PT	0.00	0.00	0.00	0.00
034	ADVERTISING	0.00	0.00	0.00	0.00
034	MAINTENANCE CONTR	1,968.51	0.00	0.00	0.00
034	REPAIRS EQUIPMENT	270.45	662.06	16,792.58	26,000.00
034	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
034	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
034	MISC. MERCHANDISE	0.00	0.00	0.00	0.00
034	TRAVEL	1,424.94	1,182.43	762.86	778.12
034	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
034	RECRUIT/PERSONNEL	0.00	0.00	0.00	0.00
034	LAST RESORT	0.00	0.00	0.00	0.00
<b>034</b>	<b>Total</b>	<b>560,408.69</b>	<b>617,221.91</b>	<b>539,406.28</b>	<b>657,569.66</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
035	SALARIES	94,010.19	92,716.78	46,146.29	24,960.00
035	GROUP INSURANCE	10,749.96	11,999.95	5,199.98	13,500.00
035	FUTA & SUTA	690.48	105.24	0.00	0.00
035	FICA ESPENSE	6,980.61	7,092.83	3,679.54	1,909.44
035	RETIREMENT	9,608.46	9,475.66	5,657.66	2,690.69
035	NON-CHRG C/S SUPP	22,441.09	993.57	0.00	0.00
035	MINOR EQUIPMENT	0.00	5,271.36	0.00	0.00
035	DEPT SUPPLIES	378.66	796.60	158.40	161.57
035	FORMS & PRINTING	0.00	0.00	0.00	0.00
035	COST OF GOODS SOLD	57.86	0.00	0.00	0.00
035	CONTRACT SERVICES	0.00	0.00	0.00	0.00
035	RENTAL/PT	0.00	0.00	0.00	0.00
035	ADVERTISING	0.00	499.80	0.00	0.00
035	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
035	RENTALS	0.00	0.00	0.00	0.00
035	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
035	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
035	MAINT CONT	0.00	0.00	0.00	0.00
035	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
035	MISC. MERCHANDISE	0.00	0.00	0.00	0.00
035	TRAVEL	0.00	1,020.00	0.00	0.00
035	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
035	RECRUIT/PERSONNEL	0.00	0.00	0.00	0.00
035	LAST RESORT	0.00	0.00	0.00	0.00
<b>035</b>	<b>Total</b>	<b>144,917.31</b>	<b>129,971.79</b>	<b>60,841.87</b>	<b>43,221.70</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
036	SALARIES	724,136.24	683,512.03	646,875.71	549,666.24
036	GROUP INSURANCE	128,999.52	148,799.40	150,799.54	135,000.00
036	FUTA & SUTA	332.64	1,590.37	1,500.26	1,575.28
036	FICA EXPENSE	52,008.94	52,288.67	47,397.51	41,265.59
036	RETIREMENT	68,244.83	63,270.30	69,329.81	58,149.42
036	NON-CHRG C/S SUPP	4,753.24	21,114.22	26,588.95	27,120.73
036	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
036	DEPT SUPPLIES	8,633.57	3,892.39	6,414.86	6,543.16
036	FORMS & PRINTING	233.98	0.00	289.92	295.72
036	UNIFORMS	0.00	0.00	0.00	0.00
036	COST OF GOODS SOLD	573.67	0.00	678.86	692.44
036	NON-CHG RX SUPPLIES	1,184.42	426.71	352.85	359.90
036	CONTRACT SERVICES	67,371.88	264,033.78	63,478.70	90,000.00
036	RENTAL	0.00	0.00	0.00	0.00
036	ADVERTISING	748.00	707.47	693.60	707.47
036	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
036	RENTALS	0.00	0.00	0.00	0.00
036	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
036	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
036	DUES & SUBSCRIPTIONS	225.00	550.80	540.00	550.80
036	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
036	TRAVEL	48,163.51	50,596.76	28,725.02	29,299.52
036	INSERVICE EDUCATION	703.93	487.15	477.60	487.15
036	RECRUIT/PERSONNEL	0.00	0.00	0.00	0.00
036	LAST RESORT	0.00	0.00	0.00	0.00
<b>036</b>	<b>Total</b>	<b>1,106,313.37</b>	<b>1,291,270.06</b>	<b>1,044,143.21</b>	<b>941,713.44</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
037	SALARIES	348,195.31	406,245.52	392,547.43	404,703.98
037	GROUP INSURANCE	63,666.43	71,999.71	70,199.78	81,000.00
037	FUTA & SUTA	84.01	725.73	928.82	975.27
037	FICA EXPENSE	25,525.63	31,077.78	28,646.33	30,546.68
037	RETIREMENT	34,986.37	32,968.24	38,843.76	43,044.86
037	NON-CHRG C/S SUPP	3.69	7,783.24	3,957.91	4,037.07
037	MINOR EQUIPMENT	2.29	5.61	0.00	0.00
037	DEPT SUPPLIES	1,051.01	900.69	1,808.83	1,845.01
037	FORMS & PRINTING	0.00	0.00	0.00	0.00
037	UNIFORMS	0.00	0.00	0.00	0.00
037	COST OF GOODS SOLD	125.02	83.80	0.00	0.00
037	COST OF DRUGS	26.70	58.80	19.58	19.98
037	NON-CHG RX SUPPLIES	4.19	10.26	11.52	11.75
037	CONTRACT SERVICES	217,768.79	202,383.63	274,289.78	290,000.00
037	RENTAL	0.00	0.00	0.00	0.00
037	ADVERTISING	0.00	0.00	0.00	0.00
037	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
037	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
037	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
037	DUES & SUBSCRIPTIONS	2,308.35	5,650.84	0.00	0.00
037	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
037	TRAVEL	34,456.29	36,176.57	22,210.56	22,654.77
037	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
037	RECRUIT/PERSONNEL	0.00	0.00	0.00	0.00
037	LAST RESORT	0.00	0.00	0.00	0.00
<b>037</b>	<b>Total</b>	<b>728,204.08</b>	<b>796,070.42</b>	<b>833,464.31</b>	<b>878,839.36</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
038	SALARIES	69,506.63	52,520.00	52,618.30	52,520.00
038	GROUP INSERVICE	10,749.96	11,999.95	12,999.96	13,500.00
038	FUTA & SUTA	82.58	211.71	100.82	105.87
038	FICA EXPENSE	5,067.17	4,017.78	3,731.54	4,017.78
038	RETIREMENT	7,213.35	5,367.54	5,743.58	5,661.66
038	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
038	DEPT SUPPLIES	312.06	89.30	0.00	0.00
038	FORMS & PRINTING	0.00	0.00	0.00	0.00
038	CONTRACT SERVICES	1,902.57	2,115.93	0.00	0.00
038	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
038	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
038	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
038	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
038	TRAVEL	0.00	0.00	0.00	0.00
038	INSERVICE EDUCATION	3,285.08	2,937.60	0.00	0.00
038	HEALTH FAIR	0.00	0.00	0.00	0.00
038	PATIENT EDUC	0.00	0.00	0.00	0.00
038	INSERVICE	0.00	0.00	0.00	0.00
<b>038 Total</b>		<b>98,119.40</b>	<b>79,259.81</b>	<b>75,194.21</b>	<b>75,805.30</b>



PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
040	SALARIES	130,456.09	127,831.07	128,568.07	127,954.88
040	GROUP INSURANCE	23,166.58	28,799.88	25,999.92	27,000.00
040	FUTA & SUTA	209.36	208.10	199.34	209.31
040	FICA EXPENCE	9,840.39	9,779.08	9,609.19	9,548.44
040	RETIREMENT	12,776.34	13,064.34	14,329.00	13,455.19
040	NON-CHRG C/S SUPP	5,763.06	2.89	11.98	12.22
040	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
040	DEPT SUPPLIES	382.71	763.60	433.99	442.67
040	COST OF GOODS SOLD	0.00	0.00	0.00	0.00
040	CONTRACT SERVICES	440,559.43	413,865.27	733,385.90	792,700.00
040	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
040	REPAIRS EQUIPMENT	858.93	0.00	0.00	0.00
040	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
040	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
040	TRAVEL	1,754.00	0.00	0.00	0.00
040	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
<b>040</b>	<b>Total</b>	<b>625,766.89</b>	<b>594,314.23</b>	<b>912,537.40</b>	<b>971,322.71</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
041	SALARIES	273,738.68	265,276.12	240,159.83	250,172.61
041	GROUP INSURANCE	52,666.47	59,999.76	51,999.84	67,500.00
041	FUTA & SUTA	2,050.48	527.59	417.14	438.00
041	FICA EXPENSE	18,930.06	20,293.62	16,289.89	19,024.86
041	RETIREMENT	26,815.87	27,111.22	24,409.85	26,808.89
041	NON-CHRG C/S SUPP	60,029.65	6,607.32	9,944.90	30,000.00
041	MINOR EQUIPMENT	220.22	539.10	0.00	0.00
041	DEPT SUPPLIES	2,102.07	3,170.99	2,020.22	2,060.63
041	FORMS & PRINTING	0.00	0.00	225.12	229.62
041	COST OF GOODS SOLD	43.68	0.00	0.00	0.00
041	COST OF DRUGS	20,104.67	15,850.46	12,373.42	12,620.88
041	COST OF DRUGS	28.51	0.00	492.24	502.08
041	NON-CHG RX SUPPLIES	0.00	0.00	0.00	0.00
041	CONTRACT SERVICES	12,460.35	7,056.83	13,118.11	13,380.47
041	ADVERTISING	380.80	932.20	0.00	0.00
041	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
041	REPAIRS EQUIPMENT	89.10	0.00	0.00	0.00
041	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
041	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
041	TRAVEL	459.54	185.44	914.47	932.76
041	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
041	RECRUIT/PERSONNEL	0.00	0.00	0.00	0.00
041	LAST RESORT	0.00	0.00	0.00	0.00
041	CASH OVER & SHORT	0.00	0.00	0.00	0.00
041	PHYS FEES/CONSULT	0.00	0.00	0.00	0.00
<b>041</b>	<b>Total</b>	<b>470,120.15</b>	<b>407,550.64</b>	<b>372,365.04</b>	<b>423,670.83</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
042	SALARIES	3,106,624.84	3,278,636.08	2,816,759.26	2,915,105.86
042	GROUP INSURANCE	434,669.12	492,107.47	494,044.08	499,500.00
042	FUTA & SUTA	0.00	4,302.42	3,810.00	4,000.50
042	FICA EXPENSE	173,208.33	197,553.10	208,168.55	157,511.45
042	RETIREMENT	297,869.79	265,332.14	326,292.39	222,567.52
042	NON-CHRG C/S SUPP	347.20	61,535.28	40,421.38	56,000.00
042	MINOR EQUIPMENT	7,413.59	66,440.96	40,964.69	56,000.00
042	DEPT SUPPLIES	34,330.89	42,278.70	6,330.86	38,000.00
042	FORMS & PRINTING	717.60	1,547.14	5,595.46	5,707.37
042	COST OF GOODS SOLD	11,440.68	3,602.65	25,422.36	25,930.81
042	COST OF DRUGS	285,188.71	227,876.66	139,101.24	280,000.00
042	COST OF DRUGS	3,623.44	4,687.28	1,803.86	4,000.00
042	NON-CHG RX SUPPLIES	0.00	0.00	0.00	0.00
042	CONTRACT SERVICES	439,414.93	311,095.05	891,183.58	200,000.00
042	ADVERTISING	0.00	0.00	0.00	0.00
042	MAINTENANCE CONTR	2,566.00	0.00	0.00	2,600.00
042	RENTALS	0.00	0.00	0.00	0.00
042	REPAIRS EQUIPMENT	1,063.79	367.20	0.00	1,000.00
042	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
042	DUES & SUBSCRIPTIONS	0.00	0.00	3,859.10	3,936.29
042	TRAVEL	4,773.74	10,337.64	7,695.72	7,849.63
042	INSERVICE EDUCATION	0.00	8,160.00	0.00	8,100.00
042	RECRUIT/PERSONNEL	0.00	0.00	0.00	0.00
042	LAST RESORT	0.00	0.00	0.00	0.00
042	CASH OVER & SHORT	14.86	36.38	0.00	0.00
042	CONTRACT PHYSICIAN	157,803.11	767,986.22	168,871.06	900,000.00
042	PHYS FEES/CONSULT	0.00	0.00	0.00	0.00
<b>042</b>	<b>Total</b>	<b>4,961,070.62</b>	<b>5,743,882.35</b>	<b>5,180,323.58</b>	<b>5,387,809.42</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
044	MINOR EQUIPMENT	540.27	1,322.58	0.00	0.00
044	DEPT SUPPLIES	521.31	61.20	696.00	709.92
044	FORMS & PRINTING	0.00	0.00	0.00	0.00
044	UNIFORMS	0.00	0.00	0.00	0.00
044	CONTRACT SERVICES	6,688.50	6,683.04	1,375.92	1,403.44
044	ADVERTISING	268.82	0.00	5,503.68	5,613.75
044	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
044	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
044	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
044	DUES & SUBSCRIPTIONS	217.48	0.00	0.00	0.00
044	TUITION	0.00	0.00	0.00	0.00
044	TRAVEL	0.00	0.00	0.00	0.00
044	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
044	PATIENT EDUCATION	0.00	0.00	0.00	0.00
044	INSERVICE NURSING SEMINARS	0.00	0.00	0.00	0.00
<b>044</b>	<b>Total</b>	<b>8,236.38</b>	<b>8,066.82</b>	<b>7,575.60</b>	<b>7,727.11</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
045	SALARIES/PRODUCTIVE	0.00	0.00	0.00	0.00
045	GROUP INSURANCE	0.00	0.00	0.00	0.00
045	FUTA & SUTA	0.00	0.00	0.00	0.00
045	FICA EXPENSE	0.00	0.00	0.00	0.00
045	NON-CHRG C/S SUPP	10.51	14.37	0.00	0.00
045	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
045	DEPT SUPPLIES	280.12	685.73	1,446.19	1,475.12
045	COST OF GOODS SOLD	0.00	0.00	0.00	0.00
045	COST OF DRUGS	25,000.18	40,417.48	28,672.42	29,245.86
045	CONTRACT SERVICES	0.00	0.00	0.00	0.00
045	ADVERTISING	0.00	0.00	0.00	0.00
045	TRAVEL	1,169.74	0.00	0.00	0.00
<b>045</b>	<b>Total</b>	<b>26,460.55</b>	<b>41,117.59</b>	<b>30,118.61</b>	<b>30,720.98</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
046	SALARIES	62,173.95	52,914.16	62,214.34	28,633.81
046	GROUP INSURANCE	10,749.96	11,999.95	10,399.97	0.00
046	FUTA & SUTA	82.36	207.55	117.89	123.78
046	FICA EXPENSE	4,094.90	4,047.93	4,201.42	1,969.11
046	RETIREMENT	5,770.79	5,407.83	6,635.74	2,774.77
046	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
046	DEPT SUPPLIES	153.80	357.00	0.00	0.00
046	FORMS & PRINTING	0.00	0.00	0.00	0.00
046	CONTRACT SERVICES	39,742.07	10,193.79	5,538.24	50,000.00
046	ADVERTISING	0.00	0.00	0.00	0.00
046	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
046	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
046	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
046	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
046	TRAVEL	0.00	0.00	0.00	0.00
046	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
046	LAST RESORT	0.00	0.00	0.00	0.00
<b>046</b>	<b>Total</b>	<b>122,767.83</b>	<b>85,128.21</b>	<b>89,107.58</b>	<b>83,501.47</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
048	SALARIES/PRODUCTIVE	52,117.26	62,687.87	53,595.85	85,224.00
048	GROUP INSURANCE	10,749.96	11,999.95	10,399.97	13,500.00
048	FUTA & SUTA	7.09	17.87	100.80	105.84
048	FICA EXPENSE	3,705.15	4,795.62	3,880.25	6,519.64
048	RETIREMENT	5,596.40	6,406.70	6,051.92	9,187.15
048	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
048	DEPT SUPPLIES	192.83	51.00	746.16	761.08
048	FORMS & PRINTING	0.00	0.00	0.00	0.00
048	NON-CHG RX SUPPLIES	0.00	0.00	0.00	0.00
048	CONTRACT SERVICES	6,284.26	46,983.47	30,307.80	30,913.96
048	ADVERTISING	0.00	0.00	0.00	0.00
048	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
048	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
048	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
048	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
048	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
048	TRAVEL	987.30	2,416.91	0.00	0.00
048	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
048	EMPLOYEE HEALTH	14,249.94	7,798.23	9,958.66	10,157.83
<b>048</b>	<b>Total</b>	<b>93,890.19</b>	<b>143,157.62</b>	<b>115,041.40</b>	<b>156,369.49</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
050	SALARIES	188,764.15	270,063.35	207,324.30	188,205.30
050	GROUP INSURANCE	83,499.69	93,599.63	101,399.69	94,500.00
050	FUTA & SUTA	329.11	801.54	805.32	845.59
050	FICA EXPENSE	12,826.63	20,659.85	13,936.49	13,532.15
050	RETIREMENT	19,845.77	27,600.47	22,925.42	19,068.84
050	MINOR EQUIPMENT	9,669.90	7,895.22	0.00	0.00
050	DEPT SUPPLIES	17,513.93	18,434.81	15,919.10	16,237.49
050	FORMS & PRINTING	0.00	0.00	0.00	0.00
050	CLEANING SUPPLIES	7,011.73	7,591.35	7,611.05	7,763.27
050	FOOD COSTS	92,997.25	98,970.73	82,461.05	84,110.27
050	CONTRACT SERVICES	22,871.28	22,165.54	19,973.26	20,372.72
050	ADVERTISING	0.00	0.00	0.00	0.00
050	MAINTENANCE CONTR	1,000.00	0.00	2,400.00	2,448.00
050	REPAIRS BUILDING	2,323.12	510.00	0.00	0.00
050	REPAIRS EQUIPMENT	2,272.63	2,410.62	0.00	0.00
050	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
050	DUES & SUBSCRIPTIONS	214.00	0.00	0.00	0.00
050	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
050	TRAVEL	107.88	139.14	155.90	159.02
050	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
050	LAST RESORT	0.00	0.00	0.00	0.00
<b>050</b>	<b>Total</b>	<b>461,247.07</b>	<b>570,842.24</b>	<b>474,911.58</b>	<b>447,242.64</b>



PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
052	SALARIES	165,213.89	171,616.28	197,453.47	164,448.70
052	GROUP INSURANCE	42,999.84	47,999.81	49,399.85	54,000.00
052	FUTA & SUTA	172.68	421.92	492.34	516.95
052	FICA EXPENSE	11,761.27	13,128.65	14,439.59	12,276.98
052	RETIREMENT	17,010.26	17,539.18	21,696.02	17,300.11
052	MINOR EQUIPMENT	1,961.83	0.00	675.41	688.92
052	DEPT SUPPLIES	45,309.29	34,116.21	47,005.15	47,945.26
052	FORMS & PRINTING	0.00	0.00	0.00	0.00
052	LAWN CARE	1,925.00	1,836.00	1,608.24	1,640.40
052	CONTRACT SERVICES	51,428.95	50,993.77	108,466.46	110,635.79
052	MAINTENANCE CONTR	197,660.47	149,425.75	150,486.94	153,496.67
052	REPAIRS BUILDING	67,660.31	96,981.95	6,510.70	6,640.91
052	REPAIRS EQUIPMENT	10,232.87	21,720.05	2,444.26	2,493.14
052	EQUIPMENT RENTAL	824.00	869.04	787.20	802.94
052	DUES & SUBSCRIPTIONS	274.00	347.62	352.80	359.86
052	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
052	TRAVEL	8,985.43	20,508.71	366.00	373.32
052	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
052	LAST RESORT	0.00	0.00	0.00	0.00
<b>052</b>	<b>Total</b>	<b>623,420.09</b>	<b>627,504.94</b>	<b>602,184.42</b>	<b>573,619.97</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
054	POSTAGE MAINT	0.00	0.00	0.00	0.00
054	CABLE TV SERVICE	17,324.44	17,817.64	17,931.72	18,290.35
054	SHIPPING COSTS	33,685.06	30,964.85	27,708.67	28,262.85
054	POSTAGE	18,071.91	15,038.82	15,444.53	15,753.42
054	TELEPHONE SERVICE	319,222.56	201,384.60	126,877.13	200,000.00
054	ELECTRIC SERVICE	335,631.03	324,236.40	333,591.31	340,263.14
054	GAS & WATER	55,067.41	63,846.60	55,258.03	56,363.19
054	OTHER UTILITIES	0.00	0.00	0.00	0.00
<b>054 Total</b>		<b>779,002.41</b>	<b>653,288.91</b>	<b>576,811.39</b>	<b>658,932.95</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
056	SALARIES	344,809.20	365,434.62	341,759.38	285,092.78
056	GROUP INSURANCE	106,332.93	143,999.42	103,999.68	135,000.00
056	FUTA & SUTA	739.42	1,617.59	1,552.49	1,630.11
056	FICA EXPENSE	24,770.14	27,955.75	24,891.43	20,159.29
056	RETIREMENT	36,050.44	37,347.42	38,318.98	28,407.48
056	MINOR EQUIPMENT	0.00	0.00	1,084.85	1,106.54
056	DEPT SUPPLIES	4,999.06	5,013.94	7,380.34	7,527.94
056	FORMS & PRINTING	0.00	0.00	0.00	0.00
056	CLEANING SUPPLIES	64,482.86	64,514.40	44,810.54	70,000.00
056	CONTRACT SERVICES	0.00	8,745.63	0.00	0.00
056	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
056	REPAIRS EQUIPMENT	530.75	1,299.28	0.00	0.00
056	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
056	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
056	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
056	TRAVEL	0.00	0.00	0.00	0.00
056	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
056	LAST RESORT	0.00	0.00	0.00	0.00
<b>056 Total</b>		<b>582,714.80</b>	<b>655,928.04</b>	<b>563,797.69</b>	<b>548,924.15</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
058	SALARIES	10,097.90	11,554.40	25,346.71	24,588.91
058	GROUP INSURANCE	3,249.99	0.00	12,999.96	13,500.00
058	FUTA & SUTA	34.13	32.91	117.29	123.15
058	FICA EXPENSE	470.33	883.91	1,433.57	1,767.82
058	RETIREMENT	764.75	1,180.86	2,440.06	2,491.13
058	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
058	DEPT SUPPLIES	321.91	2.99	360.96	368.18
058	CLEANING SUPPLIES	29,005.02	25,947.65	26,448.41	26,977.38
058	LINEN	30,408.73	28,560.00	3,352.08	3,419.12
058	CONTRACT SERVICES	0.00	0.00	0.00	0.00
058	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
058	REPAIRS EQUIPMENT	939.00	0.00	0.00	0.00
058	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
058	TRAVEL	0.00	0.00	0.00	0.00
058	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
058	LAST RESORT	0.00	0.00	0.00	0.00
<b>058</b>	<b>Total</b>	<b>75,291.76</b>	<b>68,162.72</b>	<b>72,499.03</b>	<b>73,235.69</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
060	SALARIES	195,606.41	207,245.10	192,328.92	160,429.57
060	GROUP INSURANCE	62,833.10	67,199.73	67,599.79	54,000.00
060	FUTA & SUTA	250.26	630.73	575.95	604.75
060	FICA EXPENSE	13,333.08	15,854.25	13,261.89	12,272.86
060	RETIREMENT	20,349.66	21,180.45	21,434.02	17,294.31
060	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
060	DEPT SUPPLIES	737.15	924.39	35.52	36.23
060	FORMS & PRINTING	33.50	82.01	0.00	0.00
060	CONTRACT SERVICES	67,818.48	118,869.30	108,613.44	70,000.00
060	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
060	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
060	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
060	DUES & SUBSCRIPTIONS	1,843.76	0.00	0.00	2,000.00
060	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
060	TRAVEL	0.00	0.00	0.00	0.00
060	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
060	RECRUITMENT/PERSONNEL	0.00	0.00	0.00	0.00
060	LAST RESORT	0.00	0.00	0.00	0.00
<b>060 Total</b>		<b>362,805.40</b>	<b>431,985.96</b>	<b>403,849.54</b>	<b>316,637.72</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
062	SALARIES	520,888.69	535,516.96	547,951.12	186,322.71
062	GROUP INSURANCE	133,196.84	139,363.60	135,254.30	67,500.00
062	FUTA & SUTA	662.94	1,560.89	1,491.24	1,565.80
062	FICA EXPENSE	36,992.91	40,967.05	39,247.84	14,174.86
062	RETIREMENT	54,407.87	54,729.83	62,363.34	19,974.50
062	FICA & FRINGE	0.00	0.00	0.00	0.00
062	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
062	DEPT SUPPLIES	3,901.17	3,990.95	3,741.91	3,816.75
062	FORMS & PRINTING	1,778.01	1,494.75	2,438.40	2,487.17
062	CONTRACT SERVICES	314,248.88	300,000.00	263,498.06	480,000.00
062	ADVERTISING	0.00	0.00	0.00	0.00
062	CREDIT & COLLECT	50,650.80	56,013.99	80,742.24	82,357.08
062	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
062	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
062	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
062	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	450.00
062	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
062	TRAVEL	2,046.65	2,040.00	-1,768.80	2,500.00
062	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
062	RECRUIT/PERSONNEL	0.00	0.00	0.00	0.00
062	LAST RESORT	0.00	0.00	0.00	0.00
062	CASH OVER & SHORT	0.00	0.00	0.00	0.00
062	POSTAGE	0.00	0.00	0.00	0.00
<b>062</b>	<b>Total</b>	<b>1,118,774.76</b>	<b>1,135,678.02</b>	<b>1,134,959.66</b>	<b>861,148.88</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
064	SALARIES	80,547.71	81,279.95	80,469.53	81,279.95
064	GROUP INSURANCE	21,499.92	23,999.90	25,999.92	27,000.00
064	FUTA & SUTA	83.99	211.65	201.65	211.73
064	FICA EXPENSE	5,866.38	6,217.92	5,849.12	6,217.92
064	RETIREMENT	8,355.41	8,306.81	8,865.65	8,761.98
064	FICA & FRINGE	0.00	0.00	0.00	0.00
064	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
064	DEPT SUPPLIES	699.54	795.04	526.49	537.02
064	FORMS & PRINTING	934.15	1,204.29	918.00	936.36
064	CONTRACT SERVICES	2,719.40	3,153.51	3,193.44	3,257.31
064	ADVERTISING	0.00	0.00	0.00	0.00
064	CREDIT & COLLECT	0.00	0.00	0.00	0.00
064	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
064	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
064	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
064	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
064	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
064	TRAVEL	250.00	316.67	265.54	270.85
064	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
064	RECRUIT PERSONNEL	0.00	0.00	0.00	0.00
064	LAST RESORT	0.00	0.00	0.00	0.00
064	CASH OVER & SHORT	0.00	0.00	0.00	0.00
064	POSTAGE	0.00	0.00	0.00	0.00
<b>064</b>	<b>Total</b>	<b>120,956.50</b>	<b>125,485.76</b>	<b>126,289.34</b>	<b>128,473.11</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
066	SYSTEM FEES	216,704.92	250,638.48	199,497.60	203,487.55
066	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
066	DEPT SUPPLIES	0.00	0.00	0.00	0.00
066	FORMS & PRINTING	0.00	0.00	0.00	0.00
066	CONTRACT SERVICES	0.00	0.00	0.00	0.00
066	ADVERTISING	0.00	0.00	0.00	0.00
066	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
066	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
066	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
066	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
066	TRAVEL	0.00	0.00	0.00	0.00
066	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
066	LAST RESORT	0.00	0.00	0.00	0.00
<b>066</b>	<b>Total</b>	<b>216,704.92</b>	<b>250,638.48</b>	<b>199,497.60</b>	<b>203,487.55</b>



PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
068	SALARIES	411,151.31	420,441.50	320,507.12	322,131.84
068	RET INSURANCE	210,832.55	201,599.19	267,799.18	275,833.15
068	GROUP INSURANCE	31,212.15	36,054.58	26,045.52	40,500.00
068	FUTA & SUTA	167.98	423.31	302.40	317.52
068	FICA EXPENSE	28,940.91	30,483.58	24,684.48	22,962.90
068	RETIREMENT	42,876.46	42,969.12	35,159.19	34,725.81
068	FICA & FRINGE	0.00	0.00	0.00	0.00
068	POSTEMPLOYMENT BENEFIT	0.00	0.00	0.00	0.00
068	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
068	DEPT SUPPLIES	1,751.56	2,461.93	640.01	652.81
068	FORMS & PRINTING	0.00	0.00	0.00	0.00
068	COST OF DRUGS - 340B PROGRAM	0.00	0.00	0.00	0.00
068	CONTRACT SERVICES	681,851.40	225,000.00	227,315.66	231,861.98
068	SPECIALTY CLINIC RENT	0.00	0.00	0.00	0.00
068	ADVERTISING	0.00	0.00	2,148.00	2,190.96
068	LEGAL FEES	38,404.80	31,421.55	39,679.73	40,473.32
068	AUDIT & ACCOUNTING	0.00	0.00	0.00	0.00
068	ACA ADMIN FEES	1,160.25	2,840.29	2,774.40	2,829.89
068	PENALTIES & SETTLEMENTS	0.00	0.00	0.00	0.00
068	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
068	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
068	EQUIPMENT RENTAL	1,417.11	3,469.09	0.00	0.00
068	DUES & SUBSCRIPTIONS	24,046.77	34,129.89	0.00	0.00
068	TUITION SCHOOL EXP	870.04	0.00	0.00	0.00
068	TRAVEL	13,818.03	27,464.48	950.83	27,000.00
068	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
068	RECRUIT/PERSONNEL	455.00	1,113.84	0.00	0.00
068	BANK CHARGES	46,018.58	46,461.60	38,591.47	39,363.30
068	IGT EXPENSE	0.00	0.00	0.00	0.00
068	AHA DUES	0.00	0.00	0.00	0.00
068	THA DUES	0.00	0.00	0.00	0.00
068	RECRUIT/PHYSICIAN	65,471.59	61,409.63	0.00	0.00
068	ADMIN SEARCH	0.00	0.00	0.00	0.00
068	BOARD RELATIONS	6,659.96	970.19	612.00	624.24
068	ADMIN ENTERTAIN	0.00	0.00	0.00	0.00
068	PHYS GUARANTEE	0.00	0.00	0.00	0.00
068	TELEPHONE SERVICE	0.00	0.00	0.00	0.00
068	INTEREST EXPENSE	19,288.36	33,967.22	4,160.83	4,244.05
068	HOSPITAL MOVING EXPENSE	0.00	0.00	0.00	0.00
<b>068</b>	<b>Total</b>	<b>1,626,394.81</b>	<b>1,202,680.99</b>	<b>991,370.82</b>	<b>1,045,711.77</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
074	SALARIES	95,945.14	98,317.44	98,494.34	98,317.44
074	GROUP INSURANCE	10,749.96	11,999.95	12,999.96	13,500.00
074	FUTA & SUTA	41.99	105.81	100.82	105.87
074	FICA EXPENSE	7,091.79	7,521.28	7,280.24	7,521.28
074	RETIREMENT	9,954.02	10,048.04	10,758.17	10,598.62
074	FICA & FRINGE	0.00	0.00	0.00	0.00
074	NON-CHRG C/S SUPP	0.00	5.78	12.07	12.31
074	MINOR EQUIPMENT	2,029.35	0.00	0.00	0.00
074	DEPT SUPPLIES	1,016.23	1,511.76	767.45	782.80
074	FORMS & PRINTING	0.00	0.00	246.02	250.94
074	UNIFORMS	58.44	143.06	227.83	0.00
074	CLEANING SUPPLIES	9.26	12.26	0.00	0.00
074	FOOD COSTS	0.00	0.00	0.00	0.00
074	COST OF GOODS SOLD	0.00	0.00	0.00	0.00
074	CONTRACT SERVICES	3,034.15	2,317.64	0.00	0.00
074	RENTAL	0.00	0.00	0.00	0.00
074	ADVERTISING	16,479.74	15,109.74	17,392.80	17,740.66
074	CREDIT & COLLECT	0.00	0.00	0.00	0.00
074	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
074	REPAIRS EQUIPMENT	0.00	0.00	0.00	0.00
074	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00
074	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
074	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
074	TRAVEL	1,282.85	0.00	0.00	1,200.00
074	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
074	RECRUIT/PERSONNEL	0.00	0.00	0.00	0.00
074	CASH OVER & SHORT	0.00	0.00	0.00	0.00
074	POSTAGE	0.00	0.00	0.00	0.00
074	TELEPHONE SERVICE	0.00	0.00	0.00	0.00
074	E/R PHYSICIAN FEES	0.00	0.00	0.00	0.00
074	CONTRACT PHYSICIAN	0.00	0.00	0.00	0.00
074	INTEREST EXPENSE	0.00	0.00	0.00	0.00
<b>074 Total</b>		<b>147,692.92</b>	<b>147,092.78</b>	<b>148,279.72</b>	<b>150,029.92</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
078	SALARIES	49,767.19	50,535.79	50,183.62	50,537.76
078	GROUP INSURANCE	10,749.96	11,999.95	12,999.96	13,500.00
078	FUTA & SUTA	41.99	105.81	100.82	105.87
078	FICA	3,603.57	3,865.99	3,624.91	3,866.14
078	RETIREMENT	5,162.29	5,164.76	5,530.66	5,447.97
078	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
078	DEPT SUPPLIES	424.61	330.24	225.70	230.21
078	FORMS & PRINTING	0.00	0.00	0.00	0.00
078	CONTRACT SERVICES	0.00	0.00	0.00	0.00
078	OUTSIDE DR.	513.54	0.00	0.00	0.00
078	PCMH	89,380.96	85,030.37	32,228.21	85,000.00
078	SW IMAGING	998.89	1,260.08	315.19	321.50
078	PHARMACY SHERIFF	6,444.34	6,696.38	5,992.49	6,112.34
078	PHARMACY OTHERS	21,721.43	21,951.07	19,435.66	19,824.37
078	FCC SERVICES	18,251.43	15,364.11	7,413.29	7,561.55
078	HH SERVICES	1,040.75	1,083.85	4,443.60	4,532.47
078	ER SERVICES	7,761.13	7,465.62	7,327.68	7,474.23
078	HOSPITAL-OUTSIDE	0.00	0.00	0.00	0.00
078	QUEST LAB	172.50	422.28	180.60	184.21
078	EMS	985.64	1,001.09	0.00	1,000.00
078	TRAVEL	48.72	119.27	0.00	50.00
078	INSERVICE	0.00	0.00	0.00	0.00
<b>078</b>	<b>Total</b>	<b>217,068.94</b>	<b>212,396.66</b>	<b>150,002.39</b>	<b>205,748.62</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
085	DEPT SUPPLIES	0.00	0.00	0.00	0.00
085	FORMS & PRINTING	0.00	0.00	0.00	0.00
085	CONTRACT SERVICES	0.00	0.00	0.00	0.00
085	DUES & SUBS	2,081.02	4,727.14	4,626.72	4,719.25
085	TRAVEL	2.00	0.00	0.00	0.00
085	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
<b>085</b>	<b>Total</b>	<b>2,083.02</b>	<b>4,727.14</b>	<b>4,626.72</b>	<b>4,719.25</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
500	MEDICAL INSURANCE - RETIRED	223,425.02	198,963.70	313,712.98	323,124.37
<b>500</b>	<b>Total</b>	<b>223,425.02</b>	<b>198,963.70</b>	<b>313,712.98</b>	<b>323,124.37</b>

PECOS COUNTY MEMORIAL HOSPITAL  
2021 OPERATING BUDGET

CC	GL DESCRIPTION	2019 ACTUAL	2020 BUDGETED	2020 PROJECTED	2021 BUDGET
911	SHIPPING COSTS	0.00	0.00	1,296.53	1,322.46
911	SALARIES/PRODUCTIVE	0.00	0.00	142,188.36	0.00
911	GROUP INSURANCE	0.00	0.00	0.00	0.00
911	FUTA & SUTA	0.00	0.00	44.30	46.52
911	FICA EXPENSE	0.00	0.00	0.00	0.00
911	RETIREMENT	0.00	0.00	0.00	0.00
911	NON-CHRG C/S SUPP	0.00	0.00	0.00	0.00
911	MINOR EQUIPMENT	0.00	0.00	0.00	0.00
911	DEPT SUPPLIES	0.00	0.00	60,929.45	62,148.04
911	FORMS & PRINTING	0.00	0.00	0.00	0.00
911	UNIFORMS	0.00	0.00	0.00	0.00
911	FOOD COSTS	0.00	0.00	86.26	87.98
911	COST OF GOOD SOLD	0.00	0.00	0.00	0.00
911	COST OF DRUGS	0.00	0.00	0.00	0.00
911	CONTRACT SERVICES	0.00	0.00	22,008.00	22,448.16
911	CONTRACT LABOR	0.00	0.00	18,228.00	18,592.56
911	ADVERTISING	0.00	0.00	0.00	0.00
911	MAINTENANCE CONTR	0.00	0.00	0.00	0.00
911	REPAIRS	0.00	0.00	0.00	0.00
911	RENTAL	0.00	0.00	0.00	0.00
911	DUES & SUBSCRIPTIONS	0.00	0.00	0.00	0.00
911	TUITION SCHOOL EXP	0.00	0.00	0.00	0.00
911	TRAVEL	0.00	0.00	0.00	0.00
911	INSERVICE EDUCATION	0.00	0.00	0.00	0.00
911	RECRUIT/PERSONNEL	0.00	0.00	0.00	0.00