# Highlands Ranch Community Association, Inc. 2023 Budget

	ADMINIST	RATIVE		RECRE	ATION	BACKCC	UNTRY	DEBT SERVICE		
	OPERATING	RESERVE	OSCA	OPERATING	RESERVE	OPERATING	RESERVE	& PLANT	<b>ELIMINATIONS</b>	TOTAL
Revenues										
Homeowner assessments and fees	\$ 3,328,721	\$ -	\$ -	\$ 17,919,408	\$ -	\$ -	\$ -	\$ -		21,248,129
Community improvement services	120,000	-	-	-	-	-	-	-		120,000
Legal Revenue	41,000	-	-	-	-	-	-	-		41,000
Recreation programs	100	-	-	5,722,286	-	1,016,000	-	-		6,738,386
Facility operations	-	-	-	934,460	-	56,452	-	-	(65,460)	925,452
Community events	230,820	-	-	-	-	-	-	-		230,820
Advertising	-	-	-	-	-	-	-	-		-
Management fee revenue	337,740	-	-	164,630	-	-	-	-	(502,370)	-
Interest and other revenue	119,580	2,300	12,500	64,350	11,283	117,039	100	12,500		339,652
Total revenues	4,177,961	2,300	12,500	24,805,134	11,283	1,189,491	100	12,500	(567,830)	29,643,439
Expenses										
Salaries and employee benefits	2,054,834	-	-	13,050,768	_	1,264,240	-			16,369,842
Facility operations	16,680	-	-	1,115,586	20,000	143,950	-			1,296,216
Depreciation Expense	-	74,592	_	-	-	-	146,962	2,623,375		2,844,929
Professional services	439,150	- 1,002	_	186,850	_	2,870	- 10,002			628,870
Advertising	10,000	_	_	70,000	_	2,070	_	_		80,000
Office expenses	164,640	_	_	493,320	_	7,750	_	_		665,710
Insurance	147,560	_	_	443,305	-	43,271	_			634,136
Interest	-	_	_	-	2,800	-	-	356,405		359,205
Information Technology Expenses	243,260	_	_	1,034,572	2,100	_	_	-		1,279,932
Occupancy	73,460	_	-	1,258,150	-	-	-		(65,460)	1,266,150
Program	-	_	_	1,288,276	-	188,500	_	-	(66, 166)	1,476,776
Community events	264,180	_	_	-,200,210	_	-	-	-		264,180
Conferences, meetings and travel	29.880	_	_	10.060	_	29,320	_	_		69,260
Licenses and permits	-	_	_	8,040	-	560	-	-		8,600
Dues, subscriptions and memberships	16,720	-	-	6,750	-	-	-	-		23,470
Management Fee Expense	164,630	-	-	337,740	_	-	-	-	(502,370)	-
Other operating expenses	7,000	-	-	5,498	_	_	-		(002,0:0)	12,498
Total expenses	3,631,994	74,592	-	19,308,915	24,900	1,680,461	146,962	2,979,780	(567,830)	27,279,774
(Gains) / Losses	-	-	-	-	-	-	-	65,000	-	65,000
Excess (deficiency) of revenues over expenses	545,967	(72,292)	12,500	5,496,219	(13,617)	(490,970)	(146,862)	(3,032,280)	-	2,298,665
Transfers to Bond Fund			<u>-</u>	(3,206,405)	_		_	3,206,405		-
Transfers to Backcountry Fund	_	_	_	(5,200,403)	-	500,000	-	- 5,200,400	_	_
Transfers for Capital Equipment	_	(50,000)	(722,000)	(198,000)	(4,730,442)	-	(16,000)	5,716,442	_	-
Transfers for Capital Equipment  Transfers for Reserves	_	(30,000)	(722,000)	(775,000)	775,000	-	(10,000)	5,710,772		-
Total transfers	-	(50,000)	(722,000)	(4,679,405)	(3,955,442)	500,000	(16,000)	8,922,847	-	-
Net revenues (expenses)	\$ 545,967	\$ (122,292)	\$ (709,500)	\$ 816,814	\$ (3,969,059)	\$ 9,030	\$ (162,862)	\$ 5,890,567	\$ -	\$ 2,298,665
itel levellues (expelises)	ψ 545,967	Ψ (122,232)	Ψ (103,300)	ψ 010,014	Ψ (3,303,039)	ψ 9,030	ψ (102,002)	Ψ 5,080,367	Ψ -	Ψ 2,230,003

																								$\overline{}$
	Highlands Ranch Community Association, Inc.																						10/18/202	:2
	2023 Budget																							$\perp \!\!\! \perp \!\!\! \perp \!\!\! \perp$
						_											_			_		<b>.</b>		$\perp$
	Α	В	C	D dministrative Fund	E	F	G	Н	<u> </u>	J	K	L	M Recreation Fund	N	0	P	Q	R	S		HRCA		W X 501 (c) 3	
		Community		diffiliative runc	General	OSCA		Sports &	Arts &	Facilities	Facilities	Facilities	Facilities	Facilities	Recreation	General	Backcountry	Backcountry	Debt Serv.		2023		Entities	_
		Imp. Serv.	Relations	Administration	Reserve	Fund	Aquatics	Fitness	Education	Eastridge	Northridge	Southridge	Westridge	Maint.	Admin	Reserve	Operating	Reserve	& Plant	Elimin	Total	HRCAA I	HRCSF HRBCEF	
1	Revenues																							1
2	Assessment rev.			2,427,851											17,919,408						20,347,259			2
4	New sales, resales, refi fees Legal fees-assessment			664,040 236,830											-						664,040 236,830			3
5	Program revenue			-			469,500	2,713,000	2,474,286	-	-	62,000	-	-	-		874,000				6,592,786			5
6	Grant, sponsorship revenue		75,000	-				56,000	3,500						-		3,000				137,500	150,000	2,000 20,000	6 ر
7	Archery Range, outdoor education  Donation and fundraising		400	-											-		125,000				125,000			7
9	Childcare/nursery, climbing wall, vending, pro shop		100	-			_	_	_	18,000	10,800	19,000	22,200	_	-		17,000				17,100 70,000	4,000 5	50,000 100,000	9
10	Architecture legal fee, review	161,000		-						10,000	10,000	10,000	22,200		-						161,000			10
11	Management fee			337,740			-	-	-	-	-	-	-	-	164,630					(502,370)	-			11
12	Guest fee revenue			-					-	70,000	48,000	65,000	26,000	-	-						209,000			12
13	Membership revenue Facility rental			-			135,500	145,000	-	70,000 5,000	55,000 39,000	40,000	75,500	-	25,000 65,460					(65,460)	150,000 440,000			13
15	Grazing lease, vegetation mgmt.			-			100,000	. 10,000		0,000	00,000	10,000	70,000		-		36,902			(60, 100)	36,902			15
16	Community Events		230,820	-											-						230,820	133,300	- 38,000	) <b>16</b>
17	Payment from others			43,000											-		114,000				157,000			17
18 19	Miscellaneous Investment interest/dividend			1,080 500	2,300	12,500									7,350 1,000	11,283	19,550 40		12,500		27,980 40,123	150		18 19
20	Total revenues	161,000	305,920	3,711,041	2,300	12,500	605,000	2,914,000	2,477,786	163,000	152,800	186,000	123,700	-	18,182,848	11,283	1,189,492	-	12,500	(567,830)	29,643,340	287,450	52,000 158,000	) 20
21		,,,,,	.,							7	,	2,1.25				,			,	, ,,,,,,,,,				21
	Expenses																							22
23 24	Payroll expense Payroll tax expense	484,570 46,280	-,	636,590 64,990			430,000 41,080	1,407,700 134,430	1,416,388 135,260	1,671,702 159,650	1,137,606 108,650	1,482,437 141,580	1,293,082 121,700	360,390 35,160	1,083,402 182,522		983,000 93,870				12,805,967 1,304,442	8,878		23
25	Employee benefits	119,230	76,510	142,854	<u> </u>		58,490	182,634	135,260	215,858	136,939	133,388	190,381	81,003	252,284		181,370				1,304,442	+ +		25
26	Employee train., recruit., develop., goodwill	-	2,500	22,690	-	-	10,900	13,000	34,995	6,045	5,355	3,705	63,205	650	86,980		6,000				256,025			26
27	Community events		264,180	-											-						264,180	190,030	500 8,500	) <b>27</b>
28	Program Expenses			-			13,650	702,100	549,026	8,000	3,600	22,100	3,500	-	-		188,500				1,490,476	+ + + .	50,000 40,000	28
29 30	Scholarship award Grants, donation & membership			-			_	-	_	10,000		-	_	-	-						10,000	11,000	50,000 10,000 - 42,000	_
31	Health compliance & uniforms			250			1,200	3,500	3,200	-	-	47,000	-	920	36,000		5,000				97,070	11,000	42,000	31
32	Veg, natural resource & nox weed			-											-		85,000				85,000			32
33	Facility maintenance, supplies, rental			-			-	-	-	13,300	16,800	22,000	25,000	460,400	-	20,000	42,160				599,660			33
34 35	Facility landscaping & snow removal  Facility security, cable, pro-shop supply			-			-	-	-	87,096 15,000	41,334 11,100	63,670 10,000	71,565 10,000	-	-						263,664 46,100			34
36	Pool maintenance & repair			-			-	-	-	58,672	30,195	58,065	46,070	-	-						193,002			36
37	Depreciation			-	74,592										-			146,962	2,623,375		2,844,929			37
38	Interest expense			-											-	2,800			356,405		359,205			38
39 40	Bad Debt Misc. expense	_	_	5,000 4,000			-	-	-		-	2,000	-	-	23,000		11.610				5,000 40,610	2,510		39 40
41	Reimburse HRCA			-								2,000			-		11,010				-		1,500 114,000	
42	Vehicle expense	25,680	-				-	-	-	-	-	-	-	5,560	4,500		29,320				69,260			42
43	Memberships/subscriptions	-	3,000	13,720			-	-	-	-	-	-	-	-	6,750						23,470			43
44 45	Activities guide Advertising, market plan, newsletter		40,000	-			-	-	-		-	-	-	-	60,000 65,000						60,000 105,000	2,500	300 1,600	0 45
46	Legal fees	52,050		329,420			-	-	-	-	-	-	-	-	15,720		2,610				399,800	2,000	1,000	46
47	Management fee			164,630			-	-	-	-	-	-	-	-	337,740					(502,370)	-			47
48 49	Audit & accounting serv.  Contractor services	28,160	E00	30,510 55,120	1		-	-	-	51,500	64,306	66,066	- 88,800	- 26.050	85,210						115,720 515,540	2,590	1,240 1,620	48
50	Contractor services  Computer equip/software	28,160	500	151,950	<del></del>			-		51,500	64,306	66,066	88,800	26,858	134,230 600,040	2 100	-				754,090			50
51	Bank, credit card, ACH			27,600			-	-	-	-		-	-	-	265,940	2,100	1,250				294,790	800	- 910	0 51
52	Community/bus. relations	7,000	-				-	-	-	-	-	-	-	-	1,880		1,000				28,690	2,800	200 -	52
53	Telephone services		2,220				-	-	-	- 12 500	- 0.000	- 4F 200	- 12.400	-	70,470		2,540				111,210	540	50	53 54
54 55	Office Supply exp. Postage	13,630					-	-	-	13,500	9,000	15,200	13,400	-	1,000 87,130		3,960				78,700 134,220	510 100		54 0 <b>55</b>
56	Printing	-	-	8,520			-	-	-	-	-	-	-	-	37,000						45,520	1		56
57	Liability insurance	1		147,560			-	-	-	-	-	-	-	-	443,305		43,271				634,135	19,710	760 3,640	<b>57</b>
58	Office lease	-	-	65,460 14,160											- 04.050					(65,460)	- 46.010	4,000		58
59 60	Equipment Leases Facility utilities	-	-	8,000			-	-	-	284,656	200,758	247,974	226,357	-	31,850						46,010 967,746			60
61	Janitorial serv./supply			-			-	-	-	73,502	52,558	73,000	57,486	-	-						256,546			61
62	Certifications			-			8,040	-	-	-	-	-	-	-	-						8,040			62
63 64	(Gain) Loss-Asset Sale/Disposal	777,200	873,500	1,981,293	74.592		563.360	2,443,364	2,333,884	2,668,481	4.040.001	2,388,186	2,210,546	070 044	3,911,953	24,900	1,680,461	146,962	65,000 3,044,780	(567,830)	65,000 27,344,774	287,428	54.550 182.320	63
65	Total Expenses	111,200	0/3,500	1,981,293	74,592		003,300	2,443,364	∠,ఎఎఎ,884	∠,068,481	1,818,201	∠,388,186	∠,∠10,546	970,941	3,911,953	24,900	1,080,461	146,962	3,044,780	(067,830)	21,344,114	201,428	74,000 182,320	65
	Transfers																							66
67	9000-Transfers - Capital equip		-	-	(50,000)	(722,000)	-	-	-	-	-	-	-	-	(198,000)	(4,730,442)	-	(16,000)	5,716,442		-			67
68	9005-Transfers - Res. to PP&E		-	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-		-			68
69 70	9005-Transfers-Res. (Capital Improve) 9005-Transfers-Res. (Comp Study)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		-	+ +		69 70
71	9005-Transfers-Res. (Comp Study) 9005-Transfers - Reserve		-	-	-	-	-	-	-	-	-	-	-	-	(775,000)	775,000	-	-	-		-			71
72	9010-Transfers - Bond Fund		-	-	-	-	-	-	-	-	-	-	-	-	(3,206,405)	-	-	-	3,206,405		-			72
73	9035-Transfers - BC Fund		-	-	-	-	-	-	-	-	-	-	-	-	(500,000)		500,000	-	-		-			73
74 75	Total Transfers	-	-	-	(50,000)	(722,000)	-	-	-	-	-	-	-	-	(4,679,405)	(3,955,442)	500,000	(16,000)	8,922,847	-	-	+ - +		74
	Net Revenue (Expense)	(616,200)	(567,580)	1,729,748	(122,292)	(709,500)	41,640	470,636	143,902	(2,505,481)	(1,665,401)	(2,202,186)	(2,086,846)	(970,941)	9,591,490	(3,969,059)	9,031	(162,962)	5,890,567	_	2,298,566	22	(2,550) (24,320	) 76
	Fund Total	(510,200)	(507,000)	545,968		(709,500)	71,040	.,,,,,,,,	5,502	(2,500,407)	(1,500,401)	(2,202,100)	(2,000,040)	(0.0,041)		(3,969,059)	9,031				2,230,000		(24,020	77

			NOR	THRIDGE	
		Reserve Study			
	Item	Year	В	Budget	Justification
ı	Skylights	2022	\$	80,000	Skylight replacement in pool hallway
2	Metal Fencing	2023	\$	17,000	Fencing around OD Pool Deck
3	Chain Link Fencing	2023	\$	65,000	Replace Chainlink Fencing around Pavilion and Tennis Courts
4	Landscape Upgrades	2023	\$	5,500	Landscape Upgrades between along pool sidewalk
5	Window Shades/ Tinting	2023	\$	10,000	Tint windows above gymnasium
6	Tennis Courts Surfaces	2023	\$	27,500	Resurface indoor and outdoor tennis courts
7	Cardio Equipment	2023	\$	56,775	Cyclically replace cardio equipment
8	Janitorial Equipment	2023	\$	11,000	Replace janitorial equipment
Annual	Asphalt Maintenance	2023	\$	9,275	Annual Maintenance for crack fill, patching and striping
Annual	Concrete Repairs	2023	\$	10,000	Annual Maintenance for replace portions of concrete
Annual	Roof Repairs	2023	\$	8,100	Annual Maintenance for roof repairs
Annual	Furniture and Furnishings	2023	\$	7,100	Cyclical replacement of desk, tables, chairs, etc
Annual	Tennis Equipment	2023	\$	11,000	Ball machines, ball carts, nets, windscreens
Annual	Pool Equipment	2023	\$	20,000	Diving Board and Stand replaced
Annual	Aquatic Critical Repair Parts	2023	\$	8,315	Back up critical repair parts to prevent shut downs (motors, seals, impellers)
Annual	Mechanical Critical Repair Parts	2023	\$	13,500	Back up critical repair parts for maintenance
	TOTAL:		\$	360,065	

			SOL	UTHRIDGE	
		Reserve Study			
	ltem	Year		Budget	Justification
I	Children's Pool Plaster	2028	\$	30,000	Plaster is cracking
2	Tennis Shade Canopy	2023	\$	7,245	Replace old shade canopy at outdoor tennis courts
3	Pottery Equipment	2023	\$	8,000	Replace kiln in pottery studio
4	Cardio Equipment	2023	\$	71,772	Cyclically replace cardio equipment
5	Janitorial Equipment	2023	\$	11,000	New T-3
6	Kitchen Garage Door	2023	\$	11,000	New motor
7	Recoat of Stained Concrete	2023	\$	80,000	Dye and Polish
8	Landscaping Upgrades	2023	\$	8,280	Upgrades along main sidewalk / Laurelglen
9	INNOVENT pool AHU #8 & AHU 9	2025	\$	1,200,000	Replace AHU pool units - involves custom unit and crane expense
Annual	Furniture and Furnishings	2023	\$	8,000	Cyclical replacement of desk, tables, chairs, etc
Annual	Asphalt Maintenance	2023	\$	12,500	Annual Maintenance for crack fill, patching and striping
Annual	Replace Concrete	2023	\$	10,000	Annual Maintenance for replace portions of concrete
Annual	Roof Repairs	2023	\$	8,000	Annual Maintenance for roof repairs
Annual	Tennis Equipment	2023	\$	4,000	Cyclical replacement of tennis equipment
Annual	Pool Equipment	2023	\$	23,500	Cyclical replacement of pool equipment
Annual	Aquatic Critical Repair Parts	2023	\$	8,000	Back up critical repair parts to prevent shut downs
	TOTAL:		\$	1,501,297	

		Reserve Study		
	ltem	Year	Budget	Justification
I	Hot Tub Replacement	2023	\$ 150,000	Original Hot Tub - needs replacement- waiting on final number
2	Locker Room Renovation	2023	\$ 1,700,000	Renovation and remodel of locker rooms and FCR
3	Landscaping Upgrades	2023	\$ 6,210	Annual Repairs and Upgrades
4	Fixed Windows	2023	\$ 16,000	Replace windows with broken seals
5	Mr. Steam	2023	\$ 16,000	Replace Mr. Steam Generator
6	Security Surveillance	2023	\$ 12,000	Add / relocate cameras
7	Outdoor Pool Waterslide	2023	\$ 80,000	Replace current ODP slide
8	Pool Furniture	2023	\$ 15,000	Replace pool furniture for outdoor pool
9	Cardio / Weight	2023	\$ 75,000	Cyclically replace cardio equipment
10	Janitorial Equipment	2023	\$ 11,000	Replace auto scrubber
П	Race Series Tent and Archway	2023	\$ 17,140	Replace race series tent and archway
Annual	Concrete Repairs	2023	\$ 7,500	Annual Maintenance for replace portions of concrete
Annual	Roof Repairs	2023	\$ 8,000	Annual Maintenance for roof repairs
Annual	Furniture and Furnishings	2023	\$ 7,100	Cyclical replacement of desk, tables, chairs, etc
Annual	Asphalt Maintenance	2023	\$ 151,000	Annual Maintenance for crack fill, patching and striping (back lot)
Annual	Pool Equipment	2023	\$ 20,000	IReplace lane lines, pool equipment, guard stands, etc
Annual	Aquatic Critical Repair Parts	2023	\$ 8,000	Back up critical repair parts to prevent shut downs (motors, seals, impellers)
Annual	Mechanical Critical Repair Parts	2023	\$ 7,820	Back up critical repair parts for maintenance
	TOTAL:		\$ 2,307,770	

			WEST	TRIDGE	
		Reserve Study			
	ltem	Year	Bu	dget	Justification
I	Batting Cage Equipment	2023	\$	5,000	Replace bats, balls, helmets and other equipment
2	Cardio Equipment	2023	\$	59,100	Cyclically replace cardio equipment
3	Filter Sand	2023	\$	17,140	Replace media and filter and in pool filters
4	Janitorial Equipment	2023	\$	11,000	Replace auto scrubber
5	TV's and Digital Display	2023	\$	6,000	Replace Tv's in Cardio Area and lounge
6	Mill and Overlay - Main parking Lot	2023	\$	175,000	Mill and overlay the main parking lot
7	Landscaping upgrades	2023	\$	7,000	Landscaping upgrades
8	Sprayground Pool Pad for Water Fountain		\$	6,000	Spray pool Pad - Out of Op budget
Annual	Furniture and Furnishings	2023	\$	6,000	Cyclical replacement of desk, tables, chairs, etc
Annual	Replace Concrete	2023	\$	7,000	Annual Maintenance for replace portions of concrete
Annual	Roof Repairs	2023	\$	9,320	Annual Maintenance for roof repairs
Annual	Pool Equipment	2023	\$	8,570	Replace lane lines, guard stands, pool equipment, etc
Annual	Aquatic Critical Repair Parts	2023	\$	8,000	Back up critical repair parts to prevent shut downs
	TOTAL:		\$ 3	325,130	

	HRCA EMERGENCY RESERVES									
		Reserve Study								
Priority	ltem	Year	Budget	Justification						
	Emergency Reserves		\$ 100,000	Unplanned, emergency replacement items						

**TOTAL RESERVE:** 

\$ 4,594,262

### 2023 CAPITAL BUDGET

	NORTHRIDGE										
Priority	Item	Budge	et	Justification							
1	Installation of Large Fans - Pool Area	\$ 50	0,000	Increase air circulation to increase air quality, energy savings							
	TOTAL:	\$ 50	0,000								

	SOUTHRIDGE										
Priority	Item	Budget	Justification								
1	Installation of Large Fans- Pool Area	\$ 70,000	Increase air circulation to increase air quality, energy savings								
	TOTAL:	\$ 70,000									

	WESTRIDGE										
Priority	Item		Budget	Justification							
1	Installation of Large Fans - Pool Area	\$	28,000	Increase air circulation to increase air quality, energy savings							
2	Installation of Raceways for Cardio Equip	\$	50,000	Add raceways, HD communication setup and electrical for cardio machines.							
	TOTAL:	\$	78,000								

	HRCA REC IT BUDGET - CAPITAL									
Priority	Item	Budget	Justification							
1	Contingency	\$ 50,000								
	TOTAL:	\$ 50,000								

**TOTAL CAPITAL:** \$ 248,000

## 2023 BACKCOUNTRY CAPITAL BUDGET

		osc.	A CA	PITAL
Priority	Item	Budg	get	Justification
				Increase flexibiliy/use of existing arenas in order to increase
1	Livestock Panels	\$ 2,0	000	capacity of camps, divide corrals, etc.
				3-4 Additional horses. Additional tack for horses purchased
2	Horses and Tack		000	previously, and to purchase own tack rather than rent.
3	Signs	\$ 5,0		Security, Safety, Marketing
				Additional hay storage and last two loafing sheds for last two
4	Horse Loafing Shed	\$ 12,0	000	corrals.
				Owning 20 horses, safety of horses requires more separation in
				the winter months, which requires more water troughs and electric
				to those troughs for de-icing. Safety of staff, ease of filling water
5	Electric and Water at Horse Corrals	\$ 25,0	000	troughs in all months.
				Traffic safety in and out of Base Camp. Customer Experience.
6	Base Camp Road Improvement/2 lanes	\$ 20,	000	Staff safety, no more directing traffic
				On condition of successful PD Amendment. Site Plan for two
				buildings, planning, design specifics and further planning for Base
				Camp site. Construction and any further design would be
7	Landscape Architect	\$ 400,	000	budgeted in 2024 or beyond.
				If necessary to comply with County zoning requirements in Horse
8	40x80 tacking shelter	\$ 250,	000	Corrals.
	TOTAL:	\$ 722,	000	

RESERVE CAPITAL				
Priority	ltem	В	udget	Justification
1	Horses (2)	\$	6,000	Replace senior horses that pass or we find a good home for.
2	ATV	\$	10,000	Replace 2006 ATV
	TOTAL:	\$	16,000	

TOTAL BACKCOUNTRY CAPITAL: \$ 738,000