



HIGHLANDS RANCH

COMMUNITY ASSOCIATION

Highlands Ranch Community Association

Financial Statements

July 31, 2025

HRCA Financial Statements
July 31, 2025
Table of Contents

Item	Page Number
Income Statement - All Funds	3
Balance Sheet - All Funds	4
Statement of Cash Flows - All Funds	6
Variance Analysis Administrative	7
Administrative Events Profit/Loss	9
Events Budget by Month	10
Variance Analysis Recreation	11
Variance Analysis Backcountry	13
Income Statement - Month	14
Income Statement - Year	15

Highlands Ranch Community Association, Inc.
Statement of Revenues and Expenses for All Funds
For the Seven Months Ending July 31, 2025

	ADMINISTRATIVE			RECREATION		BACKCOUNTRY		DEBT SERVICE		
	OPERATING	RESERVE	OSCA	OPERATING	RESERVE	OPERATING	RESERVE	& PLANT	ELIMINATIONS	TOTAL
Revenues										
Homeowner assessments	\$ 1,187,574	\$ -	\$ -	\$ 11,057,404	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,244,978
Homeowner fees	638,003	-	-	-	-	-	-	-	-	638,003
Recreation programs	-	-	-	4,380,456	-	845,529	-	-	-	5,225,985
Facility operations	-	-	-	787,756	-	9,972	-	-	(38,500)	759,228
Community events	311,287	-	-	-	-	-	-	-	-	311,287
Interest	92,638	9,089	145,394	151,902	111,575	-	3,852	606	-	515,056
Other revenue	156,467	-	-	35,111	-	118,135	-	-	-	309,713
Total revenues	2,385,969	9,089	145,394	16,412,629	111,575	973,636	3,852	606	(38,500)	20,004,250
Expenses										
Salaries	1,006,589	-	-	7,085,018	-	770,706	-	-	-	8,862,313
Employee benefits	341,157	-	-	1,846,654	-	147,985	-	-	-	2,335,796
Depreciation Expense	-	65,056	-	-	-	-	55,752	1,895,574	-	2,016,382
Facility operations	10,561	-	-	811,324	123,208	78,614	4,158	3,478	-	1,031,343
Program	-	-	-	711,749	-	118,112	1,547	-	-	831,408
Occupancy	42,161	-	-	914,448	-	-	-	-	(38,500)	918,109
Information Technology Expenses	110,515	-	-	367,592	-	100	-	-	-	478,207
General & Administrative	204,885	-	-	276,288	-	3,597	-	-	-	484,770
Insurance	44,721	-	-	300,180	-	21,820	-	-	-	366,721
Professional services	152,636	-	48,482	113,011	-	-	-	-	-	314,129
Communications and marketing	104,026	-	-	228,849	-	-	-	-	-	332,875
Community events	356,946	-	-	1,000	-	-	-	-	-	357,946
Other operating expenses	1,088	24	-	22,389	-	91	-	-	-	23,592
Total expenses	2,375,285	65,080	48,482	12,678,502	123,208	1,141,025	61,457	1,899,052	(38,500)	18,353,591
(Gains) / Losses	-	-	-	-	-	-	(1,617)	16,299	-	14,682
Excess (deficiency) of revenues over expense	10,684	(55,991)	96,912	3,734,127	(11,633)	(167,389)	(55,988)	(1,914,745)	-	1,635,977
Transfers										
Transfers to Bond Fund	-	-	-	606	-	-	-	(606)	-	-
Transfers to Backcountry Fund	-	-	-	(350,000)	-	350,000	-	-	-	-
Transfers for Reserves	-	-	(63,102)	(4,237,917)	280,269	-	63,102	3,957,648	-	-
Total transfers (Out) / In	-	-	(63,102)	(4,587,311)	280,269	350,000	63,102	3,957,042	-	-
Net revenues (expenses)	\$ 10,684	\$ (55,991)	\$ 33,810	\$ (853,184)	\$ 268,636	\$ 182,611	\$ 7,114	\$ 2,042,297	\$ -	\$ 1,635,977

Highlands Ranch Community Association, Inc.
Balance Sheet for All Funds
As of July 31, 2025

	ADMINISTRATIVE		OSCA	RECREATION		BACKCOUNTRY		DEBT SERVICE & PLANT	ELIMINATIONS	TOTAL
	OPERATING	RESERVE		OPERATING	RESERVE	OPERATING	RESERVE			
ASSETS										
Cash & Equivalents										
1000 - Wells Fargo Invest Sweep	\$ 402,318	\$ -	\$ -	\$ 972,576	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,374,894
1002 - Wells Fargo Payroll Checking	23,650	-	-	-	-	-	-	-	-	23,650
1003 - Wells Fargo Rec Operating Checking	-	-	-	(47,308)	-	-	-	-	-	(47,308)
1004 - Wells Fargo BC Operating Checking	-	-	-	-	-	161,939	-	-	-	161,939
1005 - Wells Fargo Admin Operating Checking	(8,699)	-	-	-	-	-	-	-	-	(8,699)
Wells Fargo Checking, Payroll and Sweep	417,269	-	-	925,268	-	161,939	-	-	-	1,504,476
1022 - Morgan Stanley Capital Project Fund	-	-	-	-	2,127,768	-	-	-	-	2,127,768
1024 - Morgan Stanley OSCA	-	-	5,410,236	-	-	-	-	-	-	5,410,236
1026 - Morgan Stanley Rec Reserve MM	-	-	-	-	3,091,627	-	-	-	-	3,091,627
1050 - Morgan Stanley Admin Op	3,516,803	-	-	-	-	-	-	-	-	3,516,803
1051 - Morgan Stanley Rec Op	-	-	-	5,017,684	-	-	-	-	-	5,017,684
Morgan Stanley	3,516,803	-	5,410,236	5,017,684	5,219,395	-	-	-	-	19,164,118
1028 - RBC Wealth Mgmt Admin Reserve MM	-	553,130	-	-	-	-	-	-	-	553,130
1032 - RBC Wealth Mgmt BC Reserve CD	-	-	-	-	-	-	202,779	-	-	202,779
RBC Wealth Management	-	553,130	-	-	-	-	202,779	-	-	755,909
Cash on Hand	1,172	-	-	3,437	-	-	-	-	-	4,609
Total Cash & Equivalents	3,935,244	553,130	5,410,236	5,946,389	5,219,395	161,939	202,779	-	-	21,429,112
Accounts Receivable and Other Assets										
1100 - AR-Assessments & Legal	53,203	-	-	512,090	-	-	-	-	-	565,293
1105 - Allowance for Doubtful Accounts	(6,791)	-	-	(27,050)	-	-	-	-	-	(33,841)
1180 - AR- Covenants & Legal	133,418	-	-	-	-	-	-	-	-	133,418
2102 - Unearned CIS Fines & Fees	(112,462)	-	-	-	-	-	-	-	-	(112,462)
1191 - Accrued Interest Receivable	15,168	1,801	41,566	21,885	7,475	-	625	-	-	88,520
1195 - Miscellaneous Receivable	154,190	-	-	23,153	-	94,944	-	-	-	272,287
1196 - Misc Rec – PM Shared Credit	-	-	-	26,760	-	-	-	-	-	26,760
1200 - Prepaid Expense	37,439	-	-	190,871	-	6,471	-	-	-	234,781
1205 - Prepaid Insurance	8,345	-	-	56,836	-	2,967	-	-	-	68,148
1225 - Undeposited Funds	255	-	-	-	-	-	-	-	-	255
1250 - Interfund Receivable	1,396	(24)	2,219	1,361,352	120,480	20,794	(235)	-	(1,505,982)	-
1260 - Intercompany Receivable 501c3	51,745	-	-	276	4,720	19,333	-	-	-	76,074
1600 - Bond Issuance Costs	-	-	-	-	-	-	-	-	-	-
Total Accounts Receivable and Other Assets	335,906	1,777	43,785	2,166,173	132,675	144,509	390	-	(1,505,982)	1,319,233
Fixed Assets										
Fixed Assets - Cost	-	854,639	-	-	-	-	1,576,658	84,967,447	-	87,398,744
Fixed Assets - Accumulated Depreciation	-	(505,734)	-	-	-	-	(1,121,490)	(47,568,548)	-	(49,195,772)
Total Fixed Assets	-	348,905	-	-	-	-	455,168	37,398,899	-	38,202,972
Total ASSETS	\$ 4,271,150	\$ 903,812	\$ 5,454,021	\$ 8,112,562	\$ 5,352,070	\$ 306,448	\$ 658,337	\$ 37,398,899	\$ (1,505,982)	\$ 60,951,317

Highlands Ranch Community Association, Inc.
Balance Sheet for All Funds
As of July 31, 2025

	ADMINISTRATIVE		OSCA	RECREATION		BACKCOUNTRY		DEBT SERVICE	ELIMINATIONS	TOTAL
	OPERATING	RESERVE		OPERATING	RESERVE	OPERATING	RESERVE	& PLANT		
LIABILITIES & EQUITY										
Liabilities										
2000 - Accounts Payable	1,164	-	-	160,789	-	20,013	-	-	-	181,966
2005 - Accrued Expenses	40,923	-	1,963	217,432	-	74,251	1,094	-	-	335,663
2006 - Accrued AP - PM Shared Credit	-	-	-	(185)	-	-	-	-	-	(185)
2007 - FAMLI Payable	3,666	-	-	13,833	-	1,631	-	-	-	19,130
2009 - Colorado Payback	-	-	-	-	-	-	-	-	-	-
2015 - Accrued Bond Interest Payable	-	-	-	-	-	-	-	-	-	-
2020 - Sales Taxes Payable - State	-	-	-	315	-	-	-	-	-	315
2045 - Accrued Payroll & Vacation Expense	77,276	-	-	496,752	-	48,855	-	-	-	622,883
2050 - AFLAC Pre-Tax	403	-	-	337	-	-	-	-	-	740
2100 - Unearned Assessments	47,211	-	-	539,372	-	-	-	-	-	586,583
2101 - Deferred Assessments	362,902	-	-	3,157,165	-	-	-	-	-	3,520,067
2105 - Unearned Program & Facilities Revenue	64,863	-	-	1,166,659	-	-	-	-	-	1,231,522
2110 - Unearned Other Revenue	-	-	-	9,450	-	7,122	-	-	-	16,572
2250 - Interfund Payable	96,862	87,726	55,919	-	1,261,921	-	3,552	-	(1,505,982)	(2)
2260 - Intercompany Payable 501c3	37,397	-	-	14,622	-	-	-	-	-	52,019
2610 - Bonds Payable - 2004 Series	-	-	-	-	-	-	-	-	-	-
Total Liabilities	727,365	87,726	57,882	5,779,611	1,261,921	151,872	4,646	-	(1,505,982)	6,565,041
Equity										
Retained Earnings	3,528,289	1,017,692	5,370,472	3,169,253	3,793,496	(28,035)	665,689	35,356,602	-	52,873,458
3030 - Other Comprehensive Income	4,812	(145,615)	(8,143)	16,882	28,017	-	(19,112)	-	-	(123,159)
Net Income	10,684	(55,991)	33,810	(853,184)	268,636	182,611	7,114	2,042,297	-	1,635,977
Total Equity (Fund Balance)	3,543,785	816,086	5,396,139	2,332,951	4,090,149	154,576	653,691	37,398,899	-	54,386,276
Total LIABILITIES & EQUITY	\$ 4,271,150	\$ 903,812	\$ 5,454,021	\$ 8,112,562	\$ 5,352,070	\$ 306,448	\$ 658,337	\$ 37,398,899	\$ (1,505,982)	\$ 60,951,317

**Highlands Ranch Community Association
Statement of Cash Flows for All Funds
For the Seven Months Ending July 31, 2025**

	ADMINISTRATIVE			RECREATION		BACKCOUNTRY		DEBT SERVICE	
	OPERATING	RESERVE	OSCA	OPERATING	RESERVE	OPERATING	RESERVE	& PLANT	TOTAL
Cash flows from operating activities									
Excess (deficiency) of revenues over expenses	\$ 10,684	\$ (55,991)	\$ 33,810	\$ (853,184)	\$ 268,636	\$ 182,611	\$ 7,114	\$ 2,042,297	\$ 1,635,977
Adjustment to reconcile excess (deficiency) of revenues over expenses to net cash from (used for) operating activities									
Depreciation expense	-	65,056	-	-	-	-	55,752	1,895,574	2,016,382
(Gain) loss on asset disposal	-	-	-	-	-	-	(1,617)	16,299	14,682
Interest expense attributable to amortization of bond issuance costs	-	-	-	-	-	-	-	-	-
Bad debt expense	-	-	-	-	-	-	-	-	-
(Increase) decrease in operating assets									
Assessments receivable, net	(21,187)	-	-	(202,474)	-	-	-	-	(223,661)
Accounts receivable, other	(42,265)	1,348	(10,584)	187,075	4,868	(98,350)	1,222	(1)	43,313
Prepaid expenses and other assets	18,398	-	-	221,328	-	9,369	-	-	249,095
Other	(10,566)	(340)	(13,612)	(21,894)	8,075	-	(8)	-	(38,345)
Increase (decrease) in operating liabilities									
Accounts payable and accrued expenses	27,569	-	-	(204,577)	-	22,606	1,095	-	(153,307)
Accrued payroll and related items	-	-	-	-	-	-	-	-	-
Assessments paid in advance	(131,384)	-	-	(1,394,809)	-	-	-	-	(1,526,193)
Deferred revenue	411,425	-	-	3,117,948	-	(2,228)	-	-	3,527,145
Net cash from (used for) operating activities	262,674	10,073	9,614	849,413	281,579	114,008	63,558	3,954,169	5,545,088
Cash flows from investing activities									
Proceeds from sale of equipment	-	-	-	-	-	-	3,000	-	3,000
Purchases of property and equipment	-	(49,921)	-	-	-	-	(61,726)	(3,954,170)	(4,065,817)
Net cash from (used for) investing activities	-	(49,921)	-	-	-	-	(58,726)	(3,954,170)	(4,062,817)
Cash flows from financing activities									
Payment of accounts payable for property and equipment	-	-	-	-	-	-	-	-	-
Bond principal payments	-	-	-	-	-	-	-	-	-
Net borrowing and transfers among funds	(28,641)	49,945	(10,370)	(762,204)	836,003	(84,968)	235	-	-
Net cash from (used for) financing activities	(28,641)	49,945	(10,370)	(762,204)	836,003	(84,968)	235	-	-
Net change in cash, cash equivalents, and restricted cash	234,033	10,097	(756)	87,209	1,117,582	29,040	5,067	(0)	1,482,272
Cash, cash equivalents, and restricted cash, beginning of year	3,701,211	543,033	5,410,992	5,859,180	4,101,813	132,899	197,712	-	19,946,840
Cash, cash equivalents, and restricted cash, end of year	\$ 3,935,244	\$ 553,130	\$ 5,410,236	\$ 5,946,389	\$ 5,219,395	\$ 161,939	\$ 202,779	\$ (0)	\$ 21,429,112

HRCA Administrative Fund
Variance Analysis - Actual vs. Budget
For the Seven Months Ending July 31, 2025

	Current Month					Year To Date				
	Actual	Budget	Variance			Actual	Budget	Variance		
			\$	%				\$	%	
Revenues										
Homeowner assessments	\$ 170,581	\$ 166,235	\$ 4,347	3%		\$ 1,187,574	\$ 1,163,643	\$ 23,931	2%	
Homeowner fees	105,623	75,995	29,628	39%	A	638,003	529,065	108,938	21%	A
Recreation programs	-	-	-			-	-	-		
Community events	44,447	52,000	(7,553)	(15%)		311,287	332,650	(21,363)	(6%)	
Interest	12,837	13,264	(427)	(3%)		92,638	99,251	(6,612)	(7%)	
Other revenue	23,747	23,475	272	1%		156,467	158,825	(2,358)	(1%)	
Total revenues	357,235	330,969	26,266	8%		2,385,968	2,283,433	102,535	4%	
Expenses										
Salaries	154,471	144,379	(10,092)	(7%)		1,006,589	977,862	(28,726)	(3%)	
Employee benefits	51,141	37,301	(13,840)	(37%)		341,157	260,772	(80,385)	(31%)	B
Depreciation Expense	-	-	-			-	-	-		
Facility operations	487	1,856	1,369	74%		10,561	14,795	4,234	29%	
Program	-	-	-			-	-	-		
Occupancy	6,176	6,195	19	0%		42,161	40,126	(2,035)	(5%)	
Information Technology Expenses	14,170	16,236	2,066	13%		110,515	120,196	9,681	8%	
General & Administrative	34,484	19,717	(14,768)	(75%)		204,885	141,601	(63,284)	(45%)	C
Insurance	6,186	5,895	(291)	(5%)		44,721	41,264	(3,457)	(8%)	
Professional services	22,539	27,156	4,616	17%		152,636	200,589	47,953	24%	D
Communications and marketing	15,997	16,710	713	4%		104,026	88,893	(15,133)	(17%)	
Community events	70,197	73,500	3,303	4%		356,946	386,255	29,309	8%	
Interest	-	-	-			-	-	-		
Other operating expenses	122	135	13	10%		1,088	945	(143)	(15%)	
Total expenses	375,971	349,080	(26,891)	(8%)		2,375,286	2,273,299	(101,987)	(4%)	
(Gains) / Losses	-	-	-			-	-	-		
Excess (deficiency) of revenues over expenses	(18,737)	(18,112)	(625)	3%		10,683	10,135	548	5%	
Transfers										
Transfers to Backcountry Fund	-	-	-			-	-	-		
Transfers for Capital Equipment	-	-	-			-	-	-		
Transfers for Reserves	-	-	-			-	-	-		
Total transfers In / (Out)	-	-	-			-	-	-		
Net revenues (expenses)	\$ (18,737)	\$ (18,112)	\$ (625)	3%		\$ 10,683	\$ 10,135	\$ 548	5%	

Variance materiality = \$20k and 10%

**HRCA Administrative Fund
Variance Analysis - Actual vs. Budget
For the Seven Months Ending July 31, 2025**

Variance Discussion - MTD Actual vs. Budget

- A -** Homeowner Fee revenue is ahead of budget due to higher status letter/transfer fees (\$13K), credit card fees (\$10K), and covenants & architecture fees (\$7).

Variance Discussion - YTD Actual vs. Budget

- A -** Homeowner Fee revenue is ahead of budget due to higher status letter/transfer fees (\$66K), credit card fees (\$44K), late fees (\$26K), and covenants & architecture fees (\$4); offset by lower legal fees charged for collection of delinquent assessments (\$31K).
- B -** Employee benefits expense exceeds budget primarily due to higher than anticipated medical/dental/life insurance costs (\$38K), retirement plan expenses (\$25K), vacation accrual expense (\$10K), and employee development costs (\$8K).
- C -** General and Administrative expenses exceed budget primarily due to higher credit card and ACH transaction fees (\$65K). Note that credit card fees are partially offset by \$44K of credit card fee income included in Homeowner Fees revenue.
- D -** Professional services are favorable to budget primarily due to lower legal (\$31K) and consulting fees (\$15K). The community survey will probably not be completed in 2025.

Administrative Fund Community Events
For the Seven Months Ending July 31, 2025

	Revenue	Expense	Profit/(Loss)
Beer Festival	68,172	(33,083)	35,089
Beer Festival donation	-	(35,000)	(35,000)
Cans Festival	-	-	-
Coffee with a Cop	-	(26)	(26)
Cold Cases and Cocktails	13,497	(1,828)	11,669
Doggie Splash	-	-	-
Easter Egg Hunt	468	(4,471)	(4,004)
Fall Craft Show	-	-	-
Farmers Market	5,714	(2,210)	3,504
Father Daughter Sweetheart Ball	25,898	(19,800)	6,098
Garage Sale	-	(44)	(44)
General	-	(4,946)	(4,946)
Golf Tournament	49,770	(28,330)	21,440
Golf Tournament donation	-	(21,557)	(21,557)
Hometown Holiday Celebration	-	(465)	(465)
House Decorations	-	-	-
Jewelry Show	-	-	-
July 4th Fireworks	-	(23,594)	(23,594)
July 4th Parade	-	(16,254)	(16,254)
Miscellaneous Pop Up Events	5,194	(4,000)	1,194
Miscellaneous Tastings	-	-	-
Oaked & Smoked	-	(26)	(26)
Other	-	-	-
Paranormal Party	-	-	-
Princess Teas	3,723	(1,804)	1,919
Race Series	112,188	(84,676)	27,512
Recycling Events	-	(65,837)	(65,837)
Spirit Tastings	-	-	-
Spring Bazaar	16,128	(1,112)	15,016
Super Hero Party	1,615	(1,094)	521
Tacos and Tequila	8,921	(6,787)	2,133
	<u>311,287</u>	<u>(356,946)</u>	<u>(45,659)</u>

Community Relations & Marketing

2025 BUDGET - COMMUNITY EVENTS

	Jan Budget	Feb Budget	Mar Budget	Apr Budget	May Budget	Jun Budget	Jul Budget	Aug Budget	Sep Budget	Oct Budget	Nov Budget	Dec Budget	Total Budget
4400 - Community Events Revenue													
Beer Festival	-	-	-	-	77,750	-	-	-	-	-	-	-	77,750
Cold Cases and Cocktails	-	9,000	-	-	-	-	-	-	-	9,000	-	-	18,000
Doggie Splash	-	-	-	-	-	-	-	-	3,880	-	-	-	3,880
Easter Egg Hunt	-	-	-	1,000	-	-	-	-	-	-	-	-	1,000
Fall Craft Show	-	-	-	-	-	-	-	-	15,500	-	-	-	15,500
Farmers Market	-	-	-	3,500	-	-	-	-	3,500	-	-	-	7,000
Father Daughter Sweetheart Ball	-	24,500	-	-	-	-	-	-	-	-	-	-	24,500
Golf Tournament	-	-	-	-	-	42,600	-	-	-	-	-	-	42,600
Hometown Holiday Celebration	-	-	-	-	-	-	-	-	-	-	-	17,000	17,000
Jewelry Show	-	-	-	-	-	-	-	-	-	-	13,500	-	13,500
July 4th Parade	-	-	-	-	-	-	2,000	-	-	-	-	-	2,000
Miscellaneous Pop Up Events	2,150	-	2,150	-	-	-	-	-	-	-	2,150	-	6,450
Oaked & Smoked	-	-	-	-	-	-	-	-	-	22,000	-	-	22,000
Princess Teas	5,100	-	-	-	-	-	-	-	-	5,100	-	-	10,200
Race Series	-	-	45,000	-	25,000	15,000	50,000	20,000	30,000	-	55,000	-	240,000
Spring Bazaar	-	-	14,000	-	-	-	-	-	-	-	-	-	14,000
Super Hero Party	-	-	-	5,100	-	-	-	-	-	-	-	-	5,100
Tacos and Tequila	-	-	-	-	8,800	-	-	-	-	-	-	-	8,800
	7,250	33,500	61,150	9,600	111,550	57,600	52,000	20,000	52,880	36,100	70,650	17,000	529,280
5100 - Community Events Expense													
Beer Festival	-	-	-	-	77,500	-	-	-	-	-	-	-	77,500
Cans Festival	-	-	-	-	-	-	-	-	-	-	-	-	-
Coffee with a Cop	-	150	-	-	-	-	-	150	-	-	-	-	300
Cold Cases and Cocktails	-	1,650	-	-	-	-	-	-	-	1,650	-	-	3,300
Colorados Most Haunted	-	-	-	-	-	-	-	-	-	-	-	-	-
Doggie Splash	-	-	-	-	-	-	-	-	140	-	-	-	140
Easter Egg Hunt	-	-	-	5,200	-	-	-	-	-	-	-	-	5,200
Fall Craft Show	-	-	-	-	-	-	-	-	150	-	-	-	150
Farmers Market	-	-	500	-	-	-	-	-	-	-	-	-	500
Father Daughter Sweetheart Ball	-	21,135	-	-	-	-	-	-	-	-	-	-	21,135
Garage Sale	-	-	-	-	250	-	-	-	-	-	-	-	250
General	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Golf Tournament	-	-	-	-	-	42,100	-	-	-	-	-	-	42,100
Hometown Holiday Celebration	-	-	-	-	-	-	-	-	-	-	-	22,000	22,000
Jewelry Show	-	-	-	-	-	-	-	-	-	-	250	-	250
July 4th Fireworks	-	-	-	-	-	-	22,000	-	-	-	-	-	22,000
July 4th Parade	-	-	-	-	-	-	20,000	-	-	-	-	-	20,000
Miscellaneous Pop Up Events	1,810	-	1,810	-	-	-	-	-	-	-	1,810	-	5,430
Oaked & Smoked	-	-	-	-	-	-	-	-	-	12,600	-	-	12,600
Princess Teas	2,150	-	-	-	-	-	-	-	-	2,150	-	-	4,300
Race Series	2,000	2,000	25,000	2,000	19,000	17,000	31,000	10,500	28,000	2,000	32,000	1,000	171,500
Recycling Events	-	-	-	-	-	80,000	-	-	-	-	-	-	80,000
Spring Bazaar	-	-	250	-	-	-	-	-	-	-	-	-	250
Super Hero Party	-	-	-	2,150	-	-	-	-	-	-	-	-	2,150
Tacos and Tequila	-	-	-	-	6,100	-	-	-	-	-	-	-	6,100
	6,460	25,435	28,060	9,850	103,350	139,600	73,500	11,150	28,790	18,900	34,560	23,500	503,155
Net Income	790	8,065	33,090	(250)	8,200	(82,000)	(21,500)	8,850	24,090	17,200	36,090	(6,500)	26,125

HRCA Recreation Fund
Variance Analysis - Actual vs. Budget
For the Seven Months Ending July 31, 2025

	Current Month				Year To Date			
	Actual	Budget	Variance		Actual	Budget	Variance	
			\$	%			\$	%
Revenues								
Homeowner assessments	\$ 1,578,948	\$ 1,578,417	\$ 531	0%	\$ 11,057,404	\$ 11,048,917	\$ 8,487	0%
Homeowner fees	-	-	-		-	-	-	
Recreation programs	782,309	787,054	(4,745)	(1%)	4,380,456	4,335,353	45,103	1%
Facility operations	138,532	151,140	(12,608)	(8%)	787,756	818,556	(30,800)	(4%)
Community events	-	-	-		-	-	-	
Interest	16,218	15,619	600	4%	151,902	116,868	35,034	30% A
Other revenue	303	15	288	1,918%	35,111	31,105	4,006	13%
Total revenues	2,516,310	2,532,244	(15,935)	(1%)	16,412,630	16,350,799	61,831	0%
Expenses								
Salaries	1,177,054	1,189,084	12,030	1%	7,085,018	7,104,601	19,584	0%
Employee benefits	257,991	251,907	(6,084)	(2%)	1,846,654	1,782,036	(64,618)	(4%)
Depreciation Expense	-	-	-		-	-	-	
Facility operations	106,611	103,446	(3,165)	(3%)	811,324	756,008	(55,317)	(7%)
Program	176,988	171,032	(5,956)	(3%)	711,749	755,273	43,524	6%
Occupancy	153,700	138,868	(14,832)	(11%)	914,448	850,536	(63,912)	(8%)
Information Technology Expenses	51,814	55,549	3,735	7%	367,592	390,461	22,868	6%
General & Administrative	41,574	39,543	(2,030)	(5%)	276,288	284,169	7,881	3%
Insurance	42,348	41,430	(918)	(2%)	300,180	290,010	(10,170)	(4%)
Professional services	15,525	17,378	1,853	11%	113,011	121,643	8,632	7%
Communications and marketing	37,143	35,685	(1,458)	(4%)	228,849	183,949	(44,901)	(24%) B
Community events	-	-	-		1,000	-	(1,000)	
Interest	-	-	-		-	-	-	
Other operating expenses	58	455	397	87%	22,389	3,015	(19,374)	(643%)
Total expenses	2,060,806	2,044,377	(16,428)	(1%)	12,678,502	12,521,699	(156,803)	(1%)
(Gains) / Losses	-	-	-		-	-	-	
Excess (deficiency) of revenues over expenses	455,504	487,867	(32,363)	(7%)	3,734,128	3,829,099	(94,972)	(2%)
Transfers								
Transfers to Bond Fund	-	-	-	100%	606	-	606	100%
Transfers to Backcountry Fund	(50,000)	(50,000)	-	0%	(350,000)	(350,000)	-	0%
Transfers for Capital Equipment	-	-	-		-	-	-	
Transfers for Reserves	(605,417)	(605,417)	(0)	0%	(4,237,917)	(4,237,917)	(0)	0%
Total transfers In / (Out)	(655,417)	(655,417)	(0)	0%	(4,587,310)	(4,587,917)	606	0%
Net revenues (expenses)	\$ (199,913)	\$ (167,549)	\$ (32,363)	19%	\$ (853,183)	\$ (758,817)	\$ (94,365)	12%

Variance materiality = \$25k and 10%

**HRCR Recreation Fund
Variance Analysis - Actual vs. Budget
For the Seven Months Ending July 31, 2025**

Variance Discussion - MTD Actual vs. Budget

No items met scope

Variance Discussion - YTD Actual vs. Budget

- A -** Interest income exceeds budget projections due to interest rates remaining elevated longer than anticipated.
- B -** Communications and marketing expenses exceed budget due to higher expenses for activity guide (\$22K), postage and printing (\$12K), newsletter (\$5K), and program marketing (\$5K).

HRCA Backcountry Fund
Variance Analysis - Actual vs. Budget
For the Seven Months Ending July 31, 2025

	Current Month					Year To Date				
	Actual	Budget	Variance			Actual	Budget	Variance		
			\$	%				\$	%	
Revenues										
Recreation programs	\$ 300,869	\$ 383,300	\$ (82,431)	(22%)	A	\$ 845,529	\$ 1,009,750	\$ (164,221)	(16%)	A
Facility operations	1,424	1,591	(167)	(10%)		9,972	11,137	(1,165)	(10%)	
Other revenue	16,885	16,740	145	1%		118,135	125,680	(7,545)	(6%)	
Total revenues	319,178	401,631	(82,453)	(21%)		973,635	1,146,567	(172,932)	(15%)	
Expenses										
Salaries	159,757	171,962	12,205	7%		770,706	851,778	81,072	10%	B
Employee benefits	25,653	34,451	8,797	26%		147,985	203,285	55,300	27%	C
Facility operations	15,975	19,450	3,475	18%		78,614	104,250	25,636	25%	D
Program	19,530	24,995	5,465	22%		118,112	179,735	61,624	34%	E
Information Technology Expenses	-	-	-			100	-	(100)		
General & Administrative	311	1,065	754	71%		3,597	4,455	858	19%	
Insurance	2,967	3,656	689	19%		21,820	25,592	3,772	15%	
Other operating expenses	73	25	(48)	(191%)		91	225	134	59%	
Total expenses	224,266	255,604	31,338	12%		1,141,025	1,369,320	228,296	17%	
Excess (deficiency) of revenues over expenses	94,911	146,027	(51,116)	(35%)		(167,390)	(222,753)	55,364	(25%)	
Transfers										
Transfers to Backcountry Fund	50,000	50,000	-	0%		350,000	350,000	-	0%	
Total transfers In / (Out)	50,000	50,000	-	0%		350,000	350,000	-	0%	
Net revenues (expenses)	\$ 144,911	\$ 196,027	\$ (51,116)	(26%)		\$ 182,610	\$ 127,247	\$ 55,364	44%	

Variance materiality = \$10k and 10%

Variance Discussion - MTD Actual vs. Budget

A - Program revenue is below budget due to planned reduction of equine program offerings (\$58K). The equine program was restructured to reduce expenses after the 2025 budget was completed. Lower participation in youth camp and early childhood education classes also contributed to decrease.

Variance Discussion - YTD Actual vs. Budget

A - Program revenue is below budget due to planned reduction of equine program offerings (\$151K) and lower early childhood education (\$14K).

B - Salaries expense is favorable to budget primarily due to reduced equine staff expense due to restructured program (\$58K). Youth camp and early childhood education also had lower than anticipated salary expense (\$23K).

C - Employee benefits expense is favorable to budget due to lower medical insurance costs and lower salaries expense.

D - Facility operations expenses are favorable to budget due to lower maintenance and supplies (\$15K), vehicle costs (\$7K) and uniform costs (\$4K). There has been less summer prep work than anticipated.

E - Program expenses are favorable to budget primarily due to reduced equine expense due to restructured program.

HRCA
Statement of Revenues and Expenses
July 31, 2025

	Current Month Actuals				Current Month Budget				Current Month Variance				Month to Date % Variance			
	Admin	Rec	BC	Total	Admin	Rec	BC	Total	Admin	Rec	BC	Total	Admin	Rec	BC	Total
Revenues																
Homeowner assessments	170,581	1,578,948	-	1,749,529	166,235	1,578,417	-	1,744,651	4,347	531	-	4,878	3%	0%		0%
Homeowner fees	105,623	-	-	105,623	75,995	-	-	75,995	29,628	-	-	29,628	39%			39%
Recreation programs	-	782,309	300,869	1,083,178	-	787,054	383,300	1,170,354	-	(4,745)	(82,431)	(87,176)		-1%	-22%	-7%
Facility operations	-	138,532	1,424	139,956	-	151,140	1,591	152,731	-	(12,608)	(167)	(12,775)		-8%	-10%	-8%
Community events	44,447	-	-	44,447	52,000	-	-	52,000	(7,553)	-	-	(7,553)	-15%			-15%
Interest	12,837	16,218	-	29,055	13,264	15,619	-	28,883	(427)	600	-	173	-3%	4%		1%
Other revenue	23,747	303	16,885	40,934	23,475	15	16,740	40,230	272	288	145	704	1%	1918%	1%	2%
Total revenues	357,235	2,516,310	319,178	3,192,722	330,969	2,532,244	401,631	3,264,844	26,266	(15,935)	(82,453)	(72,122)	8%	-1%	-21%	-2%
Expenses																
Salaries	154,471	1,177,054	159,757	1,491,282	144,379	1,189,084	171,962	1,505,425	(10,092)	12,030	12,205	14,143	-7%	1%	7%	1%
Employee benefits	51,141	257,991	25,653	334,786	37,301	251,907	34,451	323,659	(13,840)	(6,084)	8,797	(11,127)	-37%	-2%	26%	-3%
Depreciation Expense	-	-	-	-	-	-	-	-	-	-	-	-				
Facility operations	487	106,611	15,975	123,073	1,856	103,446	19,450	124,753	1,369	(3,165)	3,475	1,679	74%	-3%	18%	1%
Program	-	176,988	19,530	196,518	-	171,032	24,995	196,027	-	(5,956)	5,465	(491)		-3%	22%	0%
Occupancy	6,176	153,700	-	159,876	6,195	138,868	-	145,063	19	(14,832)	-	(14,813)	0%	-11%		-10%
Information Technology Expenses	14,170	51,814	-	65,984	16,236	55,549	-	71,785	2,066	3,735	-	5,800	13%	7%		8%
General & Administrative	34,484	41,574	311	76,370	19,717	39,543	1,065	60,325	(14,768)	(2,030)	754	(16,044)	-75%	-5%	71%	-27%
Insurance	6,186	42,348	2,967	51,501	5,895	41,430	3,656	50,981	(291)	(918)	689	(520)	-5%	-2%	19%	-1%
Professional services	22,539	15,525	-	38,064	27,156	17,378	-	44,533	4,616	1,853	-	6,469	17%	11%		15%
Communications and marketing	15,997	37,143	-	53,140	16,710	35,685	-	52,396	713	(1,458)	-	(745)	4%	-4%		-1%
Community events	70,197	-	-	70,197	73,500	-	-	73,500	3,303	-	-	3,303	4%			4%
Interest	-	-	-	-	-	-	-	-	-	-	-	-				
Other operating expenses	122	58	73	253	135	455	25	615	13	397	(48)	362	10%	87%	-191%	59%
Total expenses	375,971	2,060,806	224,266	2,661,044	349,080	2,044,377	255,604	2,649,061	(26,891)	(16,428)	31,338	(11,982)	-8%	-1%	12%	0%
Transfers																
Transfers to Bond Fund	-	-	-	-	-	-	-	-	-	-	-	-				
Transfers to Backcountry Fund	-	(50,000)	50,000	-	-	(50,000)	50,000	-	-	-	-	-		0%	0%	
Transfers for Capital Equipment	-	-	-	-	-	-	-	-	-	-	-	-				
Transfers for Reserves	-	(605,417)	-	(605,417)	-	(605,417)	-	(605,417)	-	(0)	-	(0)		0%		0%
Total Transfers In / (Out)	-	(655,417)	50,000	(605,417)	-	(655,417)	50,000	(605,417)	-	(0)	-	(0)		0%	0%	0%
Net revenue (expense)	(18,737)	(199,913)	144,911	(73,738)	(18,112)	(167,549)	196,027	10,366	(625)	(32,363)	(51,116)	(84,104)	3%	19%	-26%	-811%

HRCA
Statement of Revenues and Expenses
For the Seven Months Ending July 31, 2025

	YTD Actuals				YTD Budget				YTD Variance				YTD % Variance			
	Admin	Rec	BC	Total	Admin	Rec	BC	Total	Admin	Rec	BC	Total	Admin	Rec	BC	Total
Revenues																
Homeowner assessments	1,187,574	11,057,404	-	12,244,978	1,163,643	11,048,917	-	12,212,559	23,931	8,487	-	32,418	2%	0%		0%
Homeowner fees	638,003	-	-	638,003	529,065	-	-	529,065	108,938	-	-	108,938	21%			21%
Recreation programs	-	4,380,456	845,529	5,225,985	-	4,335,353	1,009,750	5,345,103	-	45,103	(164,221)	(119,118)		1%	-16%	-2%
Facility operations	-	787,756	9,972	797,727	-	818,556	11,137	829,693	-	(30,800)	(1,165)	(31,966)		-4%	-10%	-4%
Community events	311,287	-	-	311,287	332,650	-	-	332,650	(21,363)	-	-	(21,363)	-6%			-6%
Interest	92,638	151,902	-	244,540	99,251	116,868	-	216,118	(6,612)	35,034	-	28,422	-7%	30%		13%
Other revenue	156,467	35,111	118,135	309,712	158,825	31,105	125,680	315,610	(2,358)	4,006	(7,545)	(5,898)	-1%	13%	-6%	-2%
Total revenues	2,385,968	16,412,630	973,635	19,772,233	2,283,433	16,350,799	1,146,567	19,780,799	102,535	61,831	(172,932)	(8,566)	4%	0%	-15%	0%
Expenses																
Salaries	1,006,589	7,085,018	770,706	8,862,312	977,862	7,104,601	851,778	8,934,242	(28,726)	19,584	81,072	71,930	-3%	0%	10%	1%
Employee benefits	341,157	1,846,654	147,985	2,335,796	260,772	1,782,036	203,285	2,246,092	(80,385)	(64,618)	55,300	(89,703)	-31%	-4%	27%	-4%
Depreciation Expense	-	-	-	-	-	-	-	-	-	-	-	-				
Facility operations	10,561	811,324	78,614	900,499	14,795	756,008	104,250	875,053	4,234	(55,317)	25,636	(25,447)	29%	-7%	25%	-3%
Program	-	711,749	118,112	829,860	-	755,273	179,735	935,008	-	43,524	61,624	105,148		6%	34%	11%
Occupancy	42,161	914,448	-	956,610	40,126	850,536	-	890,662	(2,035)	(63,912)	-	(65,947)	-5%	-8%		-7%
Information Technology Expenses	110,515	367,592	100	478,207	120,196	390,461	-	510,657	9,681	22,868	(100)	32,449	8%	6%		6%
General & Administrative	204,885	276,288	3,597	484,770	141,601	284,169	4,455	430,225	(63,284)	7,881	858	(54,545)	-45%	3%	19%	-13%
Insurance	44,721	300,180	21,820	366,721	41,264	290,010	25,592	356,866	(3,457)	(10,170)	3,772	(9,855)	-8%	-4%	15%	-3%
Professional services	152,636	113,011	-	265,647	200,589	121,643	-	322,231	47,953	8,632	-	56,584	24%	7%		18%
Communications and marketing	104,026	228,849	-	332,875	88,893	183,949	-	272,842	(15,133)	(44,901)	-	(60,033)	-17%	-24%		-22%
Community events	356,946	1,000	-	357,946	386,255	-	-	386,255	29,309	(1,000)	-	28,309	8%			7%
Interest	-	-	-	-	-	-	-	-	-	-	-	-				
Other operating expenses	1,088	22,389	91	23,568	945	3,015	225	4,185	(143)	(19,374)	134	(19,383)	-15%	-643%	59%	-463%
Total expenses	2,375,286	12,678,502	1,141,025	16,194,812	2,273,299	12,521,699	1,369,320	16,164,318	(101,987)	(156,803)	228,296	(30,494)	-4%	-1%	17%	0%
Transfers																
Transfers to Bond Fund	-	606	-	606	-	-	-	-	-	606	-	606				
Transfers to Backcountry Fund	-	(350,000)	350,000	-	-	(350,000)	350,000	-	-	-	-	-		0%	0%	
Transfers for Capital Equipment	-	-	-	-	-	-	-	-	-	-	-	-				
Transfers for Reserves	-	(4,237,917)	-	(4,237,917)	-	(4,237,917)	-	(4,237,917)	-	(0)	-	(0)		0%		0%
Total Transfers In / (Out)	-	(4,587,310)	350,000	(4,237,310)	-	(4,587,917)	350,000	(4,237,917)	-	606	-	606		0%	0%	0%
Net revenue (expense)	10,683	(853,183)	182,610	(659,890)	10,135	(758,817)	127,247	(621,436)	548	(94,365)	55,364	(38,454)	5%	12%	44%	6%