



HIGHLANDS RANCH

COMMUNITY ASSOCIATION

Highlands Ranch Community Association

Financial Statements

August 31, 2025

HRCA Financial Statements
August 31, 2025
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Highlands Ranch Community Association, Inc.
Statement of Revenues and Expenses for All Funds
For the Eight Months Ending August 31, 2025

	ADMINISTRATIVE			RECREATION		BACKCOUNTRY		DEBT SERVICE		
	OPERATING	RESERVE	OSCA	OPERATING	RESERVE	OPERATING	RESERVE	& PLANT	ELIMINATIONS	TOTAL
Revenues										
Homeowner assessments	\$ 1,358,307	\$ -	\$ -	\$ 12,636,280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,994,587
Homeowner fees	761,924	-	-	-	-	-	-	-	-	761,924
Recreation programs	-	-	-	4,856,330	-	940,985	-	-	-	5,797,315
Facility operations	-	-	-	866,391	-	11,396	-	-	(44,000)	833,787
Community events	341,631	-	-	-	-	-	-	-	-	341,631
Interest	106,558	10,520	166,518	168,863	126,216	-	4,254	606	-	583,535
Other revenue	179,747	-	-	35,122	-	135,010	-	-	-	349,879
Total revenues	2,748,167	10,520	166,518	18,562,986	126,216	1,087,391	4,254	606	(44,000)	22,662,658
Expenses										
Salaries	1,152,608	-	-	8,171,081	-	881,985	-	-	-	10,205,674
Employee benefits	384,112	-	-	2,093,262	-	169,289	-	-	-	2,646,663
Depreciation Expense	-	75,598	-	-	-	-	63,850	2,175,669	-	2,315,117
Facility operations	12,227	-	-	984,080	161,402	91,885	8,925	3,478	-	1,261,997
Program	-	-	-	799,231	-	138,018	1,547	-	-	938,796
Occupancy	48,338	-	-	1,060,582	-	-	-	-	(44,000)	1,064,920
Information Technology Expenses	125,317	-	-	420,341	788	100	-	-	-	546,546
General & Administrative	228,209	-	-	312,571	-	4,384	-	-	-	545,164
Insurance	50,907	-	-	342,528	-	24,656	-	-	-	418,091
Professional services	176,890	-	52,037	125,231	-	-	-	-	-	354,158
Communications and marketing	110,634	-	-	247,694	-	-	-	-	-	358,328
Community events	372,688	-	-	1,000	-	-	-	-	-	373,688
Other operating expenses	1,167	24	-	23,091	-	106	-	-	-	24,388
Total expenses	2,663,097	75,622	52,037	14,580,692	162,190	1,310,423	74,322	2,179,147	(44,000)	21,053,530
(Gains) / Losses	-	-	-	-	-	-	(1,617)	32,203	-	30,586
Excess (deficiency) of revenues over expense	85,070	(65,102)	114,481	3,982,294	(35,974)	(223,032)	(68,451)	(2,210,744)	-	1,578,542
Transfers										
Transfers to Bond Fund	-	-	-	606	-	-	-	(606)	-	-
Transfers to Backcountry Fund	-	-	-	(400,000)	-	400,000	-	-	-	-
Transfers for Reserves	-	-	(65,040)	(4,843,333)	(58,318)	-	65,040	4,901,651	-	-
Total transfers (Out) / In	-	-	(65,040)	(5,242,727)	(58,318)	400,000	65,040	4,901,045	-	-
Net revenues (expenses)	\$ 85,070	\$ (65,102)	\$ 49,441	\$ (1,260,433)	\$ (94,292)	\$ 176,968	\$ (3,411)	\$ 2,690,301	\$ -	\$ 1,578,542

Highlands Ranch Community Association, Inc.
Balance Sheet for All Funds
As of August 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	\$ 278,372	\$ -	\$ -	\$ 702,787	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 981,159
1002 - Wells Fargo Payroll Checking	127,386	-	-	-	-	-	-	-	-	127,386
1003 - Wells Fargo Rec Operating Checking	-	-	-	(126,442)	-	-	-	-	-	(126,442)
1004 - Wells Fargo BC Operating Checking	-	-	-	-	-	169,990	-	-	-	169,990
1005 - Wells Fargo Admin Operating Checking	(26,799)	-	-	(553)	-	-	-	-	-	(27,352)
Wells Fargo Checking, Payroll and Sweep	378,959	-	-	575,792	-	169,990	-	-	-	1,124,741
1022 - Morgan Stanley Capital Project Fund	-	-	-	-	2,134,387	-	-	-	-	2,134,387
1024 - Morgan Stanley OSCA	-	-	5,423,312	-	-	-	-	-	-	5,423,312
1026 - Morgan Stanley Rec Reserve MM	-	-	-	-	2,581,599	-	-	-	-	2,581,599
1050 - Morgan Stanley Admin Op	3,531,571	-	-	-	-	-	-	-	-	3,531,571
1051 - Morgan Stanley Rec Op	-	-	-	4,037,786	-	-	-	-	-	4,037,786
Morgan Stanley	3,531,571	-	5,423,312	4,037,786	4,715,986	-	-	-	-	17,708,655
1028 - RBC Wealth Mgmt Admin Reserve MM	-	555,755	-	-	-	-	-	-	-	555,755
1032 - RBC Wealth Mgmt BC Reserve CD	-	-	-	-	-	-	203,399	-	-	203,399
RBC Wealth Management	-	555,755	-	-	-	-	203,399	-	-	759,154
Cash on Hand	1,172	-	-	3,437	-	-	-	-	-	4,609
Total Cash & Equivalents	3,911,702	555,755	5,423,312	4,617,015	4,715,986	169,990	203,399	-	-	19,597,159
Accounts Receivable and Other Assets										
1100 - AR-Assessments & Legal	36,615	-	-	354,712	-	-	-	-	-	391,327
1105 - Allowance for Doubtful Accounts	(6,791)	-	-	(27,050)	-	-	-	-	-	(33,841)
1180 - AR- Covenants & Legal	140,312	-	-	-	-	-	-	-	-	140,312
2102 - Unearned CIS Fines & Fees	(116,388)	-	-	-	-	-	-	-	-	(116,388)
1191 - Accrued Interest Receivable	19,382	1,834	54,199	27,506	10,194	-	937	-	-	114,052
1195 - Miscellaneous Receivable	154,190	-	-	26,027	-	93	-	-	-	180,310
1196 - Misc Rec – PM Shared Credit	-	-	-	27,070	-	-	-	-	-	27,070
1200 - Prepaid Expense	57,595	-	-	245,645	-	1,560	-	-	-	304,800
1205 - Prepaid Insurance	1,676	-	-	5,321	-	-	-	-	-	6,997
1225 - Undeposited Funds	246	-	-	-	-	-	-	-	-	246
1250 - Interfund Receivable	58,571	-	-	1,222,200	-	-	-	-	(1,280,771)	-
1260 - Intercompany Receivable 501c3	63,197	-	-	14,277	4,720	17,690	-	-	-	99,884
1600 - Bond Issuance Costs	-	-	-	-	-	-	-	-	-	-
Total Accounts Receivable and Other Assets	408,605	1,834	54,199	1,895,663	14,914	19,343	937	-	(1,280,771)	1,114,724
Fixed Assets										
Fixed Assets - Cost	-	854,639	-	-	-	-	1,576,658	85,841,057	-	88,272,354
Fixed Assets - Accumulated Depreciation	-	(516,276)	-	-	-	-	(1,129,589)	(47,794,154)	-	(49,440,019)
Total Fixed Assets	-	338,363	-	-	-	-	447,069	38,046,903	-	38,832,335
Total ASSETS	\$ 4,320,307	\$ 895,952	\$ 5,477,511	\$ 6,512,678	\$ 4,730,900	\$ 189,333	\$ 651,405	\$ 38,046,903	\$ (1,280,771)	\$ 59,544,218

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

	ADMINISTRATIVE		OSCA	RECREATION		BACKCOUNTRY		DEBT SERVICE	ELIMINATIONS	TOTAL			
	OPERATING	RESERVE		OPERATING	RESERVE	OPERATING	RESERVE	& PLANT					
LIABILITIES & EQUITY													
Liabilities													
2000 - Accounts Payable	2,729	-	-	394,797	-	25,325	-	-	-	422,851			
2005 - Accrued Expenses	38,783	-	-	225,239	788	74,130	1,970	-	-	340,910			
2006 - Accrued AP - PM Shared Credit	-	-	-	(45)	-	-	-	-	-	(45)			
2007 - FAMLI Payable	5,813	-	-	23,372	-	1,631	-	-	-	30,816			
2009 - Colorado Payback	-	-	-	-	-	-	-	-	-	-			
2015 - Accrued Bond Interest Payable	-	-	-	-	-	-	-	-	-	-			
2020 - Sales Taxes Payable - State	-	-	-	400	-	-	-	-	-	400			
2045 - Accrued Payroll & Vacation Expense	90,458	-	-	583,164	-	49,341	-	-	-	722,963			
2050 - AFLAC Pre-Tax	-	-	-	-	-	-	-	-	-	-			
2100 - Unearned Assessments	52,443	-	-	594,281	-	-	-	-	-	646,724			
2101 - Deferred Assessments	192,544	-	-	1,578,479	-	-	-	-	-	1,771,023			
2105 - Unearned Program & Facilities Revenue	53,946	-	-	1,133,359	-	-	-	-	-	1,187,305			
2110 - Unearned Other Revenue	-	-	-	10,530	-	5,698	-	-	-	16,228			
2250 - Interfund Payable	224,699	87,750	61,157	18,632	998,514	(115,723)	5,740	-	(1,280,771)	(2)			
2260 - Intercompany Payable 501c3	37,397	-	-	14,622	-	-	-	-	-	52,019			
2610 - Bonds Payable - 2004 Series	-	-	-	-	-	-	-	-	-	-			
Total Liabilities	695,515	87,750	61,157	4,576,830	999,302	40,402	7,710	-	(1,280,771)	5,187,895			
Equity													
Retained Earnings	3,528,288	1,017,691	5,370,472	3,169,256	3,793,497	(28,037)	665,688	35,356,602	-	52,873,457			
3030 - Other Comprehensive Income	11,434	(144,387)	(3,559)	27,026	32,393	-	(18,582)	-	-	(95,675)			
Net Income	85,070	(65,102)	49,441	(1,260,433)	(94,292)	176,968	(3,411)	2,690,301	-	1,578,542			
Total Equity (Fund Balance)	3,624,792	808,202	5,416,354	1,935,849	3,731,598	148,931	643,695	38,046,903	-	54,356,324			
Total LIABILITIES & EQUITY	\$ 4,320,307	\$ 895,952	\$ 5,477,511	\$ 6,512,679	\$ 4,730,900	\$ 189,333	\$ 651,405	\$ 38,046,903	\$ (1,280,771)	\$ 59,544,219			

**Highlands Ranch Community Association
Statement of Cash Flows for All Funds
For the Eight Months Ending August 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	\$ 85,070	\$ (65,102)	\$ 49,441	\$ (1,260,433)	\$ (94,292)	\$ 176,968	\$ (3,411)	\$ 2,690,301	\$ 1,578,542
Adjustment to reconcile excess (deficiency) of revenues over expenses to net cash from (used for) operating activities									
Depreciation expense	-	75,598	-	-	-	-	63,850	2,175,669	2,315,117
(Gain) loss on asset disposal	-	-	-	-	-	-	(1,617)	32,203	30,586
Interest expense attributable to amortization of bond issuance costs	-	-	-	-	-	-	-	-	-
Bad debt expense	-	-	-	-	-	-	-	-	-
(Increase) decrease in operating assets									
Assessments receivable, net	(4,599)	-	-	(45,096)	-	-	-	-	(49,695)
Accounts receivable, other	(60,899)	1,314	(25,180)	164,269	2,150	(1,856)	910	(1)	80,707
Prepaid expenses and other assets	4,920	-	-	218,114	-	17,247	-	-	240,281
Other	(3,944)	888	(9,028)	(11,750)	12,451	-	522	-	(10,861)
Increase (decrease) in operating liabilities									
Accounts payable and accrued expenses	43,924	-	-	130,009	788	28,281	1,971	-	204,973
Accrued payroll and related items	-	-	-	-	-	-	-	-	-
Assessments paid in advance	(126,152)	-	-	(1,339,900)	-	-	-	-	(1,466,052)
Deferred revenue	230,150	-	-	1,507,042	-	(3,652)	-	-	1,733,540
Net cash from (used for) operating activities	168,470	12,698	15,233	(637,745)	(78,903)	216,988	62,225	4,898,172	4,657,139
Cash flows from investing activities									
Proceeds from sale of equipment	-	-	-	-	-	-	3,000	-	3,000
Purchases of property and equipment	-	(49,921)	-	-	-	-	(61,726)	(4,898,173)	(5,009,820)
Net cash from (used for) investing activities	-	(49,921)	-	-	-	-	(58,726)	(4,898,173)	(5,006,820)
Cash flows from financing activities									
Payment of accounts payable for property and equipment	-	-	-	-	-	-	-	-	-
Bond principal payments	-	-	-	-	-	-	-	-	-
Net borrowing and transfers among funds	42,021	49,945	(2,913)	(604,420)	693,076	(179,897)	2,188	-	-
Net cash from (used for) financing activities	42,021	49,945	(2,913)	(604,420)	693,076	(179,897)	2,188	-	-
Net change in cash, cash equivalents, and restricted cash	210,491	12,722	12,320	(1,242,165)	614,173	37,091	5,687	(0)	(349,681)
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	\$ 3,911,702	\$ 555,755	\$ 5,423,312	\$ 4,617,015	\$ 4,715,986	\$ 169,990	\$ 203,399	\$ (0)	\$ 19,597,159

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

	Current Month					Year To Date				
	Actual	Budget	Variance			Actual	Budget	Variance		
			\$	%				\$	%	
Revenues										
Homeowner assessments	\$ 170,734	\$ 166,235	\$ 4,499	3%		\$ 1,358,307	\$ 1,329,877	\$ 28,430	2%	
Homeowner fees	123,921	143,846	(19,924)	(14%)		761,924	672,911	89,014	13%	A
Recreation programs	-	-	-			-	-	-		
Community events	30,344	20,000	10,344	52%		341,631	352,650	(11,019)	(3%)	
Interest	13,919	13,264	656	5%		106,558	112,515	(5,957)	(5%)	
Other revenue	23,280	23,475	(195)	(1%)		179,747	182,300	(2,553)	(1%)	
Total revenues	362,199	366,819	(4,621)	(1%)		2,748,167	2,650,253	97,914	4%	
Expenses										
Salaries	146,020	145,066	(953)	(1%)		1,152,608	1,122,929	(29,680)	(3%)	
Employee benefits	42,955	37,797	(5,158)	(14%)		384,112	298,569	(85,544)	(29%)	B
Depreciation Expense	-	-	-			-	-	-		
Facility operations	1,666	1,856	191	10%		12,227	16,651	4,424	27%	
Program	-	-	-			-	-	-		
Occupancy	6,176	5,868	(308)	(5%)		48,338	45,994	(2,343)	(5%)	
Information Technology Expenses	14,802	16,236	1,434	9%		125,317	136,432	11,115	8%	
General & Administrative	23,323	18,595	(4,729)	(25%)		228,209	160,196	(68,013)	(42%)	C
Insurance	6,186	5,895	(291)	(5%)		50,907	47,159	(3,748)	(8%)	
Professional services	24,254	29,656	5,401	18%		176,890	230,244	53,354	23%	D
Communications and marketing	6,608	9,762	3,153	32%		110,634	98,655	(11,979)	(12%)	
Community events	15,742	11,150	(4,592)	(41%)		372,688	397,405	24,717	6%	
Interest	-	-	-			-	-	-		
Other operating expenses	79	135	56	41%		1,167	1,080	(88)	(8%)	
Total expenses	287,812	282,015	(5,797)	(2%)		2,663,098	2,555,313	(107,785)	(4%)	
(Gains) / Losses	-	-	-			-	-	-		
Excess (deficiency) of revenues over expenses	74,386	84,805	(10,418)	(12%)		85,069	94,939	(9,870)	(10%)	
Transfers										
Transfers to Backcountry Fund	-	-	-			-	-	-		
Transfers for Capital Equipment	-	-	-			-	-	-		
Transfers for Reserves	-	-	-			-	-	-		
Total transfers In / (Out)	-	-	-			-	-	-		
Net revenues (expenses)	\$ 74,386	\$ 84,805	\$ (10,418)	(12%)		\$ 85,069	\$ 94,939	\$ (9,870)	(10%)	

Variance materiality = \$20k and 10%

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

Variance Discussion - MTD Actual vs. Budget

No items met scope

Variance Discussion - YTD Actual vs. Budget

- A -** Homeowner Fee revenue is ahead of budget due to higher status letter/transfer fees (\$42K), credit card fees (\$45K), late fees (\$27K), and covenants & architecture fees (\$6); 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 (\$43K), retirement plan expenses (\$27K), vacation accrual expense (\$11K), and employee development costs (\$6K).
- C -** General and Administrative expenses exceed budget primarily due to higher credit card and ACH transaction fees (\$69K). Note these credit card fees are partially offset by \$45K of credit card fee income included in Homeowner Fees revenue.
- D -** Professional services are favorable to budget primarily due to lower legal (\$33K) and consulting fees (\$18K). The community survey will not be completed in 2025.

Administrative Fund Community Events
For the Eight Months Ending August 31, 2025

	Revenue	Expense	Profit/(Loss)
Beer Festival	68,172	(33,632)	34,539
Beer Festival donation	-	(35,000)	(35,000)
Cans Festival	-	-	-
Coffee with a Cop	-	(26)	(26)
Cold Cases and Cocktails	13,497	(1,879)	11,618
Doggie Splash	-	-	-
Easter Egg Hunt	468	(4,471)	(4,004)
Fall Craft Show	-	-	-
Farmers Market	7,143	(2,860)	4,283
Father Daughter Sweetheart Ball	25,898	(19,800)	6,098
Garage Sale	-	(44)	(44)
General	-	(5,317)	(5,317)
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	2,641	(19,266)	(16,625)
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	138,463	(95,785)	42,677
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
	341,631	(372,688)	(31,057)

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 Eight Months Ending August 31, 2025

	Current Month					Year To Date				
	Actual	Budget	Variance			Actual	Budget	Variance		
			\$	%				\$	%	
Revenues										
Homeowner assessments	\$ 1,578,876	\$ 1,578,417	\$ 460	0%		\$ 12,636,280	\$ 12,627,333	\$ 8,947	0%	
Homeowner fees	-	-	-			-	-	-		
Recreation programs	475,874	383,621	92,253	24%	A	4,856,330	4,718,974	137,356	3%	
Facility operations	78,635	74,594	4,041	5%		866,391	893,150	(26,759)	(3%)	
Community events	-	-	-			-	-	-		
Interest	16,960	15,619	1,342	9%		168,863	132,486	36,376	27%	A
Other revenue	11	15	(4)	(29%)		35,122	31,120	4,002	13%	
Total revenues	2,150,357	2,052,265	98,092	5%		18,562,986	18,403,064	159,922	1%	
Expenses										
Salaries	1,086,063	1,036,282	(49,781)	(5%)		8,171,081	8,140,883	(30,198)	0%	
Employee benefits	246,608	257,573	10,964	4%		2,093,262	2,039,608	(53,654)	(3%)	
Depreciation Expense	-	-	-			-	-	-		
Facility operations	172,755	125,161	(47,594)	(38%)	B	984,080	881,169	(102,911)	(12%)	B
Program	87,483	79,152	(8,331)	(11%)		799,231	834,425	35,194	4%	
Occupancy	146,133	139,218	(6,915)	(5%)		1,060,582	989,754	(70,828)	(7%)	
Information Technology Expenses	52,748	55,549	2,800	5%		420,341	446,009	25,669	6%	
General & Administrative	36,283	34,047	(2,237)	(7%)		312,571	318,215	5,645	2%	
Insurance	42,348	41,430	(918)	(2%)		342,528	331,440	(11,088)	(3%)	
Professional services	12,220	17,378	5,157	30%		125,231	139,020	13,789	10%	
Communications and marketing	18,844	19,122	277	1%		247,694	203,071	(44,623)	(22%)	C
Community events	-	-	-			1,000	-	(1,000)		
Interest	-	-	-			-	-	-		
Other operating expenses	702	455	(247)	(54%)		23,091	3,470	(19,621)	(565%)	
Total expenses	1,902,189	1,805,365	(96,824)	(5%)		14,580,691	14,327,064	(253,627)	(2%)	
(Gains) / Losses	-	-	-			-	-	-		
Excess (deficiency) of revenues over expenses	248,168	246,900	1,268	1%		3,982,295	4,076,000	(93,704)	(2%)	
Transfers										
Transfers to Bond Fund	-	-	-	100%		606	-	606	100%	
Transfers to Backcountry Fund	(50,000)	(50,000)	-	0%		(400,000)	(400,000)	-	0%	
Transfers for Capital Equipment	-	-	-			-	-	-		
Transfers for Reserves	(605,417)	(605,417)	(0)	0%		(4,843,333)	(4,843,333)	(0)	0%	
Total transfers In / (Out)	(655,417)	(655,417)	(0)	0%		(5,242,727)	(5,243,333)	606	0%	
Net revenues (expenses)	\$ (407,249)	\$ (408,517)	\$ 1,268	0%		\$ (1,260,432)	\$ (1,167,334)	\$ (93,098)	8%	

Variance materiality = \$25k and 10%

**HRCA Recreation Fund
Variance Analysis - Actual vs. Budget
For the Eight Months Ending August 31, 2025**

Variance Discussion - MTD Actual vs. Budget

- A -** Recreation program revenue exceeds budget due to Preschool significantly outperforming budgeted revenue for August. Our last weeks of camp were full when generally we are low on attendance.
- B -** Facility operations expense is unfavorable to budget by \$48K due to large maintenance projects completed in August, including ER elevator service and repairs, NR racquetball/gym floors buff and recoat, and ER gym/aerobic floors buff and recoat.

Variance Discussion - YTD Actual vs. Budget

- A -** Interest income exceeds budget projections due to interest rates remaining elevated longer than anticipated.
- B -** Facility operations expense is unfavorable to budget by \$103K YTD due to higher than anticipated facility maintenance and supplies expenses, notably elevator service and repairs, gym floor maintenance, partition service and repairs, fence repairs, tennis court dividers, servicing RTU units, fire alarm inspections, and electrical service maintenance at tennis pavilion.
- C -** Communications and marketing expenses exceed budget primarily due to higher expenses for activity guide (\$26K), postage and printing (\$12K), and newsletter (\$4K).

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

	Current Month					Year To Date				
	Actual	Budget	Variance			Actual	Budget	Variance		
			\$	%				\$	%	
Revenues										
Recreation programs	\$ 95,456	\$ 91,200	\$ 4,256	5%		\$ 940,985	\$ 1,100,950	\$ (159,965)	(15%)	A
Facility operations	1,424	1,591	(167)	(10%)		11,396	12,728	(1,332)	(10%)	
Other revenue	16,875	16,740	135	1%		135,010	142,420	(7,410)	(5%)	
Total revenues	113,755	109,531	4,224	4%		1,087,390	1,256,098	(168,708)	(13%)	
Expenses										
Salaries	111,279	111,771	492	0%		881,985	963,550	81,564	8%	
Employee benefits	21,304	27,505	6,201	23%		169,289	230,790	61,501	27%	B
Facility operations	13,271	20,200	6,929	34%		91,885	124,450	32,565	26%	C
Program	19,906	17,350	(2,556)	(15%)		138,018	197,085	59,067	30%	D
Information Technology Expenses	-	-	-			100	-	(100)		
General & Administrative	787	315	(472)	(150%)		4,384	4,770	386	8%	
Insurance	2,836	3,656	820	22%		24,656	29,248	4,592	16%	
Other operating expenses	14	25	11	42%		106	250	144	58%	
Total expenses	169,398	180,822	11,424	6%		1,310,423	1,550,143	239,720	15%	
Excess (deficiency) of revenues over expenses	(55,643)	(71,291)	15,648	(22%)		(223,033)	(294,045)	71,012	(24%)	
Transfers										
Transfers to Backcountry Fund	50,000	50,000	-	0%		400,000	400,000	-	0%	
Total transfers In / (Out)	50,000	50,000	-	0%		400,000	400,000	-	0%	
Net revenues (expenses)	\$ (5,643)	\$ (21,291)	\$ 15,648	(73%)		\$ 176,967	\$ 105,955	\$ 71,012	67%	

Variance materiality = \$10k and 10%

Variance Discussion - MTD Actual vs. Budget

No items met scope

Variance Discussion - YTD Actual vs. Budget

- A** - Program revenue is below budget YTD primarily due to planned reduction of equine program offerings (\$175K); offset by increased participation in youth camp.
- B** - Employee benefits expense is favorable to budget due to lower medical insurance costs and lower salaries expense.
- C** - Facility operations expenses are favorable to budget due to lower maintenance and supplies (\$22K), vehicle costs (\$6K) and uniform costs (\$4K).
- D** - Program expenses are favorable to budget primarily due to reduced equine expense due to restructured program.

HRCA
Statement of Revenues and Expenses
August 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	170,734	1,578,876	-	1,749,610	166,235	1,578,417	-	1,744,651	4,499	460	-	4,959	3%	0%		0%
Homeowner fees	123,921	-	-	123,921	143,846	-	-	143,846	(19,924)	-	-	(19,924)	-14%			-14%
Recreation programs	-	475,874	95,456	571,330	-	383,621	91,200	474,821	-	92,253	4,256	96,509		24%	5%	20%
Facility operations	-	78,635	1,424	80,060	-	74,594	1,591	76,185	-	4,041	(167)	3,875		5%	-10%	5%
Community events	30,344	-	-	30,344	20,000	-	-	20,000	10,344	-	-	10,344	52%			52%
Interest	13,919	16,960	-	30,880	13,264	15,619	-	28,883	656	1,342	-	1,997	5%	9%		7%
Other revenue	23,280	11	16,875	40,166	23,475	15	16,740	40,230	(195)	(4)	135	(64)	-1%	-29%	1%	0%
Total revenues	362,199	2,150,357	113,755	2,626,311	366,819	2,052,265	109,531	2,528,616	(4,621)	98,092	4,224	97,695	-1%	5%	4%	4%
Expenses																
Salaries	146,020	1,086,063	111,279	1,343,362	145,066	1,036,282	111,771	1,293,120	(953)	(49,781)	492	(50,243)	-1%	-5%	0%	-4%
Employee benefits	42,955	246,608	21,304	310,867	37,797	257,573	27,505	322,874	(5,158)	10,964	6,201	12,007	-14%	4%	23%	4%
Depreciation Expense	-	-	-	-	-	-	-	-	-	-	-	-				
Facility operations	1,666	172,755	13,271	187,693	1,856	125,161	20,200	147,218	191	(47,594)	6,929	(40,475)	10%	-38%	34%	-27%
Program	-	87,483	19,906	107,389	-	79,152	17,350	96,502	-	(8,331)	(2,556)	(10,887)		-11%	-15%	-11%
Occupancy	6,176	146,133	-	152,310	5,868	139,218	-	145,086	(308)	(6,915)	-	(7,224)	-5%	-5%		-5%
Information Technology Expenses	14,802	52,748	-	67,551	16,236	55,549	-	71,785	1,434	2,800	-	4,234	9%	5%		6%
General & Administrative	23,323	36,283	787	60,393	18,595	34,047	315	52,956	(4,729)	(2,237)	(472)	(7,437)	-25%	-7%	-150%	-14%
Insurance	6,186	42,348	2,836	51,370	5,895	41,430	3,656	50,981	(291)	(918)	820	(389)	-5%	-2%	22%	-1%
Professional services	24,254	12,220	-	36,475	29,656	17,378	-	47,033	5,401	5,157	-	10,558	18%	30%		22%
Communications and marketing	6,608	18,844	-	25,453	9,762	19,122	-	28,883	3,153	277	-	3,431	32%	1%		12%
Community events	15,742	-	-	15,742	11,150	-	-	11,150	(4,592)	-	-	(4,592)	-41%			-41%
Interest	-	-	-	-	-	-	-	-	-	-	-	-				
Other operating expenses	79	702	14	796	135	455	25	615	56	(247)	11	(181)	41%	-54%	42%	-29%
Total expenses	287,812	1,902,189	169,398	2,359,400	282,015	1,805,365	180,822	2,268,202	(5,797)	(96,824)	11,424	(91,197)	-2%	-5%	6%	-4%
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)	74,386	(407,249)	(5,643)	(338,506)	84,805	(408,517)	(21,291)	(345,003)	(10,418)	1,268	15,648	6,497	-12%	0%	-73%	-2%

HRCA
Statement of Revenues and Expenses
For the Eight Months Ending August 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	1,358,307	12,636,280	-	13,994,588	1,329,877	12,627,333	-	13,957,211	28,430	8,947	-	37,377	2%	0%		0%
Homeowner fees	761,924	-	-	761,924	672,911	-	-	672,911	89,014	-	-	89,014	13%			13%
Recreation programs	-	4,856,330	940,985	5,797,315	-	4,718,974	1,100,950	5,819,924	-	137,356	(159,965)	(22,609)		3%	-15%	0%
Facility operations	-	866,391	11,396	877,787	-	893,150	12,728	905,878	-	(26,759)	(1,332)	(28,091)		-3%	-10%	-3%
Community events	341,631	-	-	341,631	352,650	-	-	352,650	(11,019)	-	-	(11,019)	-3%			-3%
Interest	106,558	168,863	-	275,420	112,515	132,486	-	245,001	(5,957)	36,376	-	30,419	-5%	27%		12%
Other revenue	179,747	35,122	135,010	349,878	182,300	31,120	142,420	355,840	(2,553)	4,002	(7,410)	(5,962)	-1%	13%	-5%	-2%
Total revenues	2,748,167	18,562,986	1,087,390	22,398,544	2,650,253	18,403,064	1,256,098	22,309,415	97,914	159,922	(168,708)	89,129	4%	1%	-13%	0%
Expenses																
Salaries	1,152,608	8,171,081	881,985	10,205,675	1,122,929	8,140,883	963,550	10,227,362	(29,680)	(30,198)	81,564	21,687	-3%	0%	8%	0%
Employee benefits	384,112	2,093,262	169,289	2,646,663	298,569	2,039,608	230,790	2,568,967	(85,544)	(53,654)	61,501	(77,696)	-29%	-3%	27%	-3%
Depreciation Expense	-	-	-	-	-	-	-	-	-	-	-	-				
Facility operations	12,227	984,080	91,885	1,088,192	16,651	881,169	124,450	1,022,270	4,424	(102,911)	32,565	(65,922)	27%	-12%	26%	-6%
Program	-	799,231	138,018	937,249	-	834,425	197,085	1,031,510	-	35,194	59,067	94,261		4%	30%	9%
Occupancy	48,338	1,060,582	-	1,108,919	45,994	989,754	-	1,035,748	(2,343)	(70,828)	-	(73,171)	-5%	-7%		-7%
Information Technology Expenses	125,317	420,341	100	545,758	136,432	446,009	-	582,442	11,115	25,669	(100)	36,683	8%	6%		6%
General & Administrative	228,209	312,571	4,384	545,163	160,196	318,215	4,770	483,181	(68,013)	5,645	386	(61,982)	-42%	2%	8%	-13%
Insurance	50,907	342,528	24,656	418,091	47,159	331,440	29,248	407,847	(3,748)	(11,088)	4,592	(10,244)	-8%	-3%	16%	-3%
Professional services	176,890	125,231	-	302,122	230,244	139,020	-	369,264	53,354	13,789	-	67,142	23%	10%		18%
Communications and marketing	110,634	247,694	-	358,328	98,655	203,071	-	301,725	(11,979)	(44,623)	-	(56,603)	-12%	-22%		-19%
Community events	372,688	1,000	-	373,688	397,405	-	-	397,405	24,717	(1,000)	-	23,717	6%			6%
Interest	-	-	-	-	-	-	-	-	-	-	-	-				
Other operating expenses	1,167	23,091	106	24,364	1,080	3,470	250	4,800	(88)	(19,621)	144	(19,564)	-8%	-565%	58%	-408%
Total expenses	2,663,098	14,580,691	1,310,423	18,554,212	2,555,313	14,327,064	1,550,143	18,432,520	(107,785)	(253,627)	239,720	(121,692)	-4%	-2%	15%	-1%
Transfers																
Transfers to Bond Fund	-	606	-	606	-	-	-	-	-	606	-	606				
Transfers to Backcountry Fund	-	(400,000)	400,000	-	-	(400,000)	400,000	-	-	-	-	-		0%	0%	
Transfers for Capital Equipment	-	-	-	-	-	-	-	-	-	-	-	-				
Transfers for Reserves	-	(4,843,333)	-	(4,843,333)	-	(4,843,333)	-	(4,843,333)	-	(0)	-	(0)		0%		0%
Total Transfers In / (Out)	-	(5,242,727)	400,000	(4,842,727)	-	(5,243,333)	400,000	(4,843,333)	-	606	-	606		0%	0%	0%
Net revenue (expense)	85,069	(1,260,432)	176,967	(998,395)	94,939	(1,167,334)	105,955	(966,439)	(9,870)	(93,098)	71,012	(31,956)	-10%	8%	67%	3%