



HIGHLANDS RANCH

COMMUNITY ASSOCIATION

Highlands Ranch Community Association

Financial Statements

February 28, 2026

HRCA Financial Statements
February 28, 2026
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Highlands Ranch Community Association, Inc.
Statement of Revenues and Expenses for All Funds
For the Two Months Ending February 28, 2026

	ADMINISTRATIVE		OSCA	RECREATION		BACKCOUNTRY		DEBT SERVICE	ELIMINATIONS	TOTAL
	OPERATING	RESERVE		OPERATING	RESERVE	OPERATING	RESERVE	& PLANT		
Revenues										
Homeowner assessments	\$ 339,810	\$ -	\$ -	\$ 3,223,180	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,562,990
Homeowner fees	172,757	-	-	-	-	-	-	-	-	172,757
Recreation programs	-	-	-	1,272,747	-	73,511	-	-	-	1,346,258
Facility operations	-	-	-	228,387	-	3,054	-	-	(11,000)	220,441
Community events	42,211	-	-	-	-	-	-	-	-	42,211
Interest	17,580	2,794	32,336	24,993	20,956	-	802	-	-	99,461
Other revenue	34,924	-	-	28,942	-	34,584	-	-	-	98,450
Total revenues	607,282	2,794	32,336	4,778,249	20,956	111,149	802	-	(11,000)	5,542,568
Expenses										
Salaries	287,253	-	-	1,912,281	-	175,685	-	-	-	2,375,219
Employee benefits	97,576	-	-	535,576	-	45,662	-	-	-	678,814
Depreciation Expense	-	20,322	-	-	-	-	17,829	665,039	-	703,190
Facility operations	1,264	-	-	153,618	25,555	16,497	3,302	-	-	200,236
Program	-	-	-	151,500	-	38,874	-	-	-	190,374
Occupancy	12,465	-	-	265,229	-	-	-	-	(11,000)	266,694
Information Technology Expenses	27,853	6,501	-	94,183	-	-	-	-	-	128,537
General & Administrative	69,353	-	-	81,363	-	1,156	-	-	-	151,872
Insurance	12,710	-	-	89,111	-	6,564	-	-	-	108,385
Professional services	65,987	-	9,990	34,466	-	-	-	-	-	110,443
Communications and marketing	25,324	-	-	66,421	-	-	-	-	-	91,745
Community events	39,077	-	-	-	-	-	-	-	-	39,077
Other operating expenses	464	-	-	883	-	332	-	-	-	1,679
Total expenses	639,326	26,823	9,990	3,384,631	25,555	284,770	21,131	665,039	(11,000)	5,046,265
(Gains) / Losses	-	-	-	-	-	-	5,500	2,286	-	7,786
Excess (deficiency) of revenues over expense	(32,044)	(24,029)	22,346	1,393,618	(4,599)	(173,621)	(25,829)	(667,325)	-	488,517
Transfers										
Transfers to Bond Fund	-	-	-	-	-	-	-	-	-	-
Transfers to Backcountry Fund	-	-	-	(108,333)	-	108,333	-	-	-	-
Transfers for Reserves	-	-	(59,653)	(812,500)	456,206	-	59,653	356,294	-	-
Total transfers (Out) / In	-	-	(59,653)	(920,833)	456,206	108,333	59,653	356,294	-	-
Net revenues (expenses)	\$ (32,044)	\$ (24,029)	\$ (37,307)	\$ 472,785	\$ 451,607	\$ (65,288)	\$ 33,824	\$ (311,031)	\$ -	\$ 488,517

Highlands Ranch Community Association, Inc.
Balance Sheet for All Funds
As of February 28, 2026

	ADMINISTRATIVE			RECREATION		BACKCOUNTRY		DEBT SERVICE		
	OPERATING	RESERVE	OSCA	OPERATING	RESERVE	OPERATING	RESERVE	& PLANT	ELIMINATIONS	TOTAL
ASSETS										
Cash & Equivalents										
1000 - Wells Fargo Invest Sweep	\$ 634,011	\$ -	\$ -	\$ 3,111,978	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,745,989
1002 - Wells Fargo Payroll Checking	35,727	-	-	-	-	-	-	-	-	35,727
1003 - Wells Fargo Rec Operating Checking	-	-	-	(1,572,776)	-	-	-	-	-	(1,572,776)
1004 - Wells Fargo BC Operating Checking	-	-	-	-	-	162,812	-	-	-	162,812
1005 - Wells Fargo Admin Operating Checking	(34,237)	-	-	-	-	-	-	-	-	(34,237)
Wells Fargo Checking, Payroll and Sweep	635,501	-	-	1,539,202	-	162,812	-	-	-	2,337,515
1022 - Morgan Stanley Capital Project Fund	-	-	-	-	-	-	-	-	-	-
1024 - Morgan Stanley OSCA	-	-	5,464,397	-	-	-	-	-	-	5,464,397
1026 - Morgan Stanley Rec Reserve MM	-	-	-	-	3,454,317	-	-	-	-	3,454,317
1050 - Morgan Stanley Admin Op	2,391,046	-	-	-	-	-	-	-	-	2,391,046
1051 - Morgan Stanley Rec Op	-	-	-	4,983,488	-	-	-	-	-	4,983,488
Morgan Stanley	2,391,046	-	5,464,397	4,983,488	3,454,317	-	-	-	-	16,293,248
1028 - RBC Wealth Mgmt Admin Reserve MM	-	579,579	-	-	-	-	-	-	-	579,579
1032 - RBC Wealth Mgmt BC Reserve CD	-	-	-	-	-	-	207,525	-	-	207,525
RBC Wealth Management	-	579,579	-	-	-	-	207,525	-	-	787,104
Cash on Hand	357	-	-	2,862	-	-	-	-	-	3,219
Total Cash & Equivalents	3,026,904	579,579	5,464,397	6,525,552	3,454,317	162,812	207,525	-	-	19,421,086
Accounts Receivable and Other Assets										
1100 - AR-Assessments & Legal	40,152	-	-	396,849	-	-	-	-	-	437,001
1105 - Allowance for Doubtful Accounts	(11,221)	-	-	(38,873)	-	-	-	-	-	(50,094)
1180 - AR- Covenants & Legal	126,140	-	-	-	-	-	-	-	-	126,140
2102 - Unearned CIS Fines & Fees	(93,138)	-	-	-	-	-	-	-	-	(93,138)
1191 - Accrued Interest Receivable	20,815	2,750	33,416	23,670	18,351	-	910	-	-	99,912
1195 - Miscellaneous Receivable	27,235	-	-	92,609	-	-	-	-	-	119,844
1196 - Misc Rec – PM Shared Credit	-	-	-	28,615	-	-	-	-	-	28,615
1200 - Prepaid Expense	90,646	-	-	400,613	-	1,042	-	-	-	492,301
1205 - Prepaid Insurance	30,180	-	-	215,750	-	11,272	-	-	-	257,202
1225 - Undeposited Funds	4,430	-	-	-	-	-	-	-	-	4,430
1110 - PM Cash Clearing	-	-	-	-	-	-	-	-	-	-
1250 - Interfund Receivable	941,729	-	-	-	2,174,217	-	-	-	(3,115,946)	-
1260 - Intercompany Receivable 501c3	7,738	-	-	-	-	55,153	-	-	-	62,891
Total Accounts Receivable and Other Assets	1,184,706	2,750	33,416	1,119,233	2,192,568	67,467	910	-	(3,115,946)	1,485,104
Fixed Assets										
Fixed Assets - Cost	-	890,317	-	-	-	-	1,531,774	86,409,816	-	88,831,907
Fixed Assets - Accumulated Depreciation	-	(576,739)	-	-	-	-	(1,004,723)	(46,997,267)	-	(48,578,729)
Total Fixed Assets	-	313,578	-	-	-	-	527,051	39,412,549	-	40,253,178
Total ASSETS	\$ 4,211,610	\$ 895,907	\$ 5,497,813	\$ 7,644,785	\$ 5,646,885	\$ 230,279	\$ 735,486	\$ 39,412,549	\$ (3,115,946)	\$ 61,159,368

Highlands Ranch Community Association, Inc.
Balance Sheet for All Funds
As of February 28, 2026

	ADMINISTRATIVE			RECREATION		BACKCOUNTRY		DEBT SERVICE		
	OPERATING	RESERVE	OSCA	OPERATING	RESERVE	OPERATING	RESERVE	& PLANT	ELIMINATIONS	TOTAL
LIABILITIES & EQUITY										
Liabilities										
2000 - Accounts Payable	5,214	-	-	251,440	-	3,255	-	-	-	259,909
2005 - Accrued Expenses	73,418	369	45	292,992	1,412	89,956	-	-	-	458,192
2006 - Accrued AP - PM Shared Credit	-	-	-	(488)	-	-	-	-	-	(488)
2007 - FAMLI Payable	5,954	-	-	20,178	-	-	-	-	-	26,132
2009 - Colorado Payback	-	-	-	-	-	-	-	-	-	-
2015 - Accrued Bond Interest Payable	-	-	-	-	-	-	-	-	-	-
2020 - Sales Taxes Payable - State	-	-	-	170	-	-	-	-	-	170
2045 - Accrued Payroll & Vacation Expense	93,944	-	-	558,939	-	52,185	-	-	-	705,068
2050 - AFLAC Pre-Tax	-	-	-	-	-	-	-	-	-	-
2100 - Unearned Assessments	61,609	-	-	711,354	-	-	-	-	-	772,963
2101 - Deferred Assessments	237,248	-	-	1,610,758	-	-	-	-	-	1,848,006
2105 - Unearned Program & Facilities Revenue	83,870	-	-	1,740,356	-	-	-	-	-	1,824,226
2110 - Unearned Other Revenue	-	-	-	11,187	-	15,267	-	-	-	26,454
2250 - Interfund Payable	-	134,326	78,516	200,406	2,428,420	147,702	126,576	-	(3,115,946)	-
2260 - Intercompany Payable 501c3	13,767	-	-	3,698	-	-	-	-	-	17,465
2610 - Bonds Payable - 2004 Series	-	-	-	-	-	-	-	-	-	-
Total Liabilities	570,442	134,695	78,561	5,400,990	2,429,832	308,365	126,576	-	(3,115,946)	5,933,515
Equity										
Retained Earnings	3,661,184	913,766	5,438,583	1,752,685	2,763,655	(12,798)	592,577	39,723,580	-	54,833,232
3030 - Other Comprehensive Income	12,028	(128,525)	17,976	18,325	1,791	-	(17,491)	-	-	(95,896)
Net Income	(32,044)	(24,029)	(37,307)	472,785	451,607	(65,288)	33,824	(311,031)	-	488,517
Total Equity (Fund Balance)	3,641,168	761,212	5,419,252	2,243,795	3,217,053	(78,086)	608,910	39,412,549	-	55,225,853
Total LIABILITIES & EQUITY	\$ 4,211,610	\$ 895,907	\$ 5,497,813	\$ 7,644,785	\$ 5,646,885	\$ 230,279	\$ 735,486	\$ 39,412,549	\$ (3,115,946)	\$ 61,159,368

Highlands Ranch Community Association
Statement of Cash Flows for All Funds
For the Two Months Ending February 28, 2026

	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	\$ (32,044)	\$ (24,029)	\$ (37,307)	\$ 472,785	\$ 451,607	\$ (65,288)	\$ 33,824	\$ (311,031)	\$ 488,517
Adjustment to reconcile excess (deficiency) of revenues over expenses to net cash from (used for) operating activities									
Depreciation expense	-	20,322	-	-	-	-	17,829	665,039	703,190
(Gain) loss on asset disposal	-	-	-	-	-	-	5,500	2,286	7,786
Bad debt expense	-	-	-	-	-	-	-	-	-
(Increase) decrease in operating assets									
Assessments and covenants receivable, net	(11,594)	-	-	(79,813)	-	-	-	-	(91,407)
Accounts receivable, other	147,566	(645)	(19,641)	(13,895)	(14,447)	-	78	-	99,016
Prepaid expenses and other assets	(5,280)	-	-	(80,017)	-	(37,184)	-	-	(122,481)
Other	(3,655)	6,749	(4,200)	(6,879)	(2,788)	-	535	-	(10,238)
Increase (decrease) in operating liabilities									
Accounts payable and accrued expenses	3,718	369	-	(199,504)	(441)	10,118	-	-	(185,740)
Assessments paid in advance	(107,641)	-	-	(1,132,175)	-	-	-	-	(1,239,816)
Deferred revenue	310,266	-	-	2,186,215	-	4,982	-	-	2,501,463
Net cash from (used for) operating activities	301,336	2,766	(61,148)	1,146,717	433,931	(87,372)	57,766	356,294	2,150,290
Cash flows from investing activities									
Proceeds from sale of equipment	-	-	-	-	-	-	-	-	-
Purchases of property and equipment	-	(12,706)	-	-	-	-	(169,781)	(356,294)	(538,782)
Net cash from (used for) investing activities	-	(12,706)	-	-	-	-	(169,781)	(356,294)	(538,782)
Cash flows from financing activities									
Payment of accounts payable for property and equipment	-	-	-	-	-	-	-	-	-
Net borrowing and transfers among funds	(1,162,443)	18,838	69,675	1,363,524	(446,748)	46,863	113,430	-	3,139
Net cash from (used for) financing activities	(1,162,443)	18,838	69,675	1,363,524	(446,748)	46,863	113,430	-	3,139
Net change in cash, cash equivalents, and restricted cash	(861,107)	8,898	8,527	2,510,241	(12,817)	(40,509)	1,415	(0)	1,614,647
Cash, cash equivalents, and restricted cash, beginning of year	3,888,011	570,681	5,455,870	4,015,311	3,467,134	203,321	206,110	-	17,806,438
Cash, cash equivalents, and restricted cash, end of year	\$ 3,026,904	\$ 579,579	\$ 5,464,397	\$ 6,525,552	\$ 3,454,317	\$ 162,812	\$ 207,525	\$ (0)	\$ 19,421,085

HRCA Administrative Fund
Variance Analysis - Actual vs. Budget
For the Two Months Ending February 28, 2026

	Current Month					Year To Date				
	Actual	Budget	Variance			Actual	Budget	Variance		
			\$	%				\$	%	
Revenues										
Homeowner assessments	\$ 170,082	\$ 169,909	\$ 172	0%		\$ 339,810	\$ 339,819	\$ (9)	0%	
Homeowner fees	101,837	109,546	(7,709)	(7%)		172,757	157,212	15,545	10%	
Recreation programs	-	-	-			-	-	-		
Community events	37,862	30,000	7,862	26%		42,211	34,275	7,936	23%	
Interest	9,059	9,714	(655)	(7%)		17,580	26,990	(9,410)	(35%)	
Other revenue	18,295	19,396	(1,101)	(6%)		34,924	38,792	(3,868)	(10%)	
Total revenues	337,135	338,565	(1,430)	0%		607,281	597,087	10,194	2%	
Expenses										
Salaries	139,053	141,350	2,297	2%		287,253	294,271	7,019	2%	
Employee benefits	51,101	49,959	(1,142)	(2%)		97,576	100,710	3,134	3%	
Depreciation Expense	-	-	-			-	-	-		
Facility operations	866	1,650	784	48%		1,264	3,350	2,086	62%	
Program	-	-	-			-	-	-		
Occupancy	6,094	6,023	(71)	(1%)		12,465	12,046	(419)	(3%)	
Information Technology Expenses	11,423	12,382	959	8%		27,853	30,772	2,919	9%	
General & Administrative	27,870	28,260	390	1%		69,353	63,770	(5,582)	(9%)	
Insurance	6,433	6,490	57	1%		12,710	12,980	269	2%	
Professional services	40,218	25,783	(14,435)	(56%)		65,987	51,739	(14,248)	(28%)	
Communications and marketing	9,855	8,325	(1,530)	(18%)		25,324	21,055	(4,269)	(20%)	
Community events	22,848	23,950	1,102	5%		39,077	36,875	(2,202)	(6%)	
Interest	-	-	-			-	-	-		
Other operating expenses	227	175	(52)	(30%)		464	350	(114)	(33%)	
Total expenses	315,988	304,347	(11,641)	(4%)		639,325	627,918	(11,407)	(2%)	
(Gains) / Losses	-	-	-			-	-	-		
Excess (deficiency) of revenues over expenses	21,147	34,218	(13,071)	(38%)		(32,044)	(30,831)	(1,212)	4%	
Transfers										
Transfers to Backcountry Fund	-	-	-			-	-	-		
Transfers for Capital Equipment	-	-	-			-	-	-		
Transfers for Reserves	-	-	-			-	-	-		
Total transfers In / (Out)	-	-	-			-	-	-		
Net revenues (expenses)	\$ 21,147	\$ 34,218	\$ (13,071)	(38%)		\$ (32,044)	\$ (30,831)	\$ (1,212)	4%	

Variance materiality = \$20k and 10%

**HRCA Administrative Fund
Variance Analysis - Actual vs. Budget
For the Two Months Ending February 28, 2026**

Variance Discussion - MTD and YTD Actual vs. Budget

No items met scope

Administrative Fund Community Events
For the Two Months Ending February 28, 2026

		Revenue	Expense	Profit/(Loss)
Beer Festival	May	-	-	-
Beer Festival donation	May	-	-	-
Coffee with a Cop	April	-	-	-
Cold Cases and Cocktails	March, Oct	-	(597)	(597)
Doggie Splash	Sept	-	-	-
Easter Egg Hunt	April	-	(212)	(212)
Fall Craft Show	Sept	-	-	-
Farmers Market	April - Oct	-	-	-
Father Daughter Sweetheart Ball	Feb, Oct	34,233	(30,497)	3,736
Garage Sale	May	-	-	-
General	Jan - Dec	-	-	-
Golf Tournament	June	-	-	-
Golf Tournament donation	June	-	-	-
Hometown Holiday Celebration	Dec	(56)	(129)	(186)
Jewelry Show	Nov	-	-	-
July 4th Fireworks	July	-	-	-
July 4th Parade	July	-	-	-
Miscellaneous Pop Up Events	Jan, Mar, Nov	2,335	(1,790)	545
Miscellaneous Tastings	Feb, Dec	3,629	(2,858)	771
Oaked & Smoked	Oct	-	-	-
Other		-	-	-
Princess Teas	Jan, Oct	2,070	(663)	1,407
Race Series	Mar-Nov	-	(2,330)	(2,330)
Recycling Events	June	-	-	-
Spring Bazaar	March	-	-	-
Super Hero Party	April	-	-	-
Tacos and Tequila	May	-	-	-
		42,211	(39,077)	3,134

Community Relations & Marketing

2025 BUDGET - COMMUNITY EVENTS

	1/31/2026	2/28/2026	3/31/2026	4/30/2026	5/31/2026	6/30/2026	7/31/2026	8/31/2026	9/30/2026	10/31/2026	11/30/2026	12/31/2026	Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
4400 - Community Events Revenue													
Beer Festival	-	-	-	-	80,000	-	-	-	-	-	-	-	80,000
Cold Cases and Cocktails	-	-	12,000	-	-	-	-	-	-	12,000	-	-	24,000
Doggie Splash	-	-	-	-	-	-	-	-	5,000	-	-	-	5,000
Easter Egg Hunt	-	-	-	1,000	-	-	-	-	-	-	-	-	1,000
Fall Craft Show	-	-	-	-	-	-	-	-	15,000	-	-	-	15,000
Farmers Market	-	-	-	-	1,416	1,416	1,417	1,417	1,417	1,417	-	-	8,500
Father Daughter Sweetheart Ball	-	30,000	-	-	-	-	-	-	-	-	-	-	30,000
Golf Tournament	-	-	-	-	-	46,500	-	-	-	-	-	-	46,500
Hometown Holiday Celebration	-	-	-	-	-	-	-	-	-	-	-	17,000	17,000
Jewelry Show	-	-	-	-	-	-	-	-	-	-	15,000	-	15,000
July 4th Parade	-	-	-	-	-	-	2,500	-	-	-	-	-	2,500
Miscellaneous Pop Up Events	2,025	-	-	-	-	-	-	-	-	-	-	-	2,025
Miscellaneous Tastings	-	-	-	-	-	-	-	-	-	-	-	9,000	9,000
Oaked & Smoked	-	-	-	-	-	-	-	-	-	25,000	-	-	25,000
Princess Teas	2,250	-	-	-	-	-	-	-	-	-	-	-	2,250
Race Series	-	-	38,000	-	25,000	13,750	50,000	20,000	25,000	-	46,000	-	217,750
Spring Bazaar	-	-	15,000	-	-	-	-	-	-	-	-	-	15,000
Super Hero Party	-	-	-	-	-	-	-	-	-	-	-	-	-
Tacos and Tequila	-	-	-	-	9,000	-	-	-	-	-	-	-	9,000
	4,275	30,000	65,000	1,000	115,416	61,666	53,917	21,417	46,417	38,417	61,000	26,000	524,525
5100 - Community Events Expense													
Beer Festival	-	-	10,000	10,000	20,000	38,300	-	-	-	-	-	-	78,300
Cans Festival	-	-	-	-	-	-	-	-	-	-	-	-	-
Coffee with a Cop	-	50	-	-	-	-	-	-	-	50	-	50	150
Cold Cases and Cocktails	-	-	2,250	-	-	-	-	-	-	2,250	-	-	4,500
Colorados Most Haunted	-	-	-	-	-	-	-	-	-	-	-	-	-
Doggie Splash	-	-	-	-	-	-	-	50	200	-	-	-	250
Easter Egg Hunt	-	2,500	500	2,000	-	-	-	-	-	-	-	-	5,000
Fall Craft Show	-	-	-	-	-	-	-	-	1,200	-	-	-	1,200
Farmers Market	-	-	-	500	520	520	520	520	520	520	-	-	3,620
Father Daughter Sweetheart Ball	8,000	19,000	-	-	-	-	-	-	-	-	-	-	27,000
Garage Sale	-	-	-	-	-	-	-	-	-	-	-	-	-
General	400	400	400	650	400	400	400	400	400	400	400	400	5,050
Golf Tournament	-	-	-	-	-	46,500	-	-	-	-	-	-	46,500
Hometown Holiday Celebration	-	-	-	-	-	-	-	-	-	500	11,000	23,500	35,000
Jewelry Show	-	-	-	-	-	-	-	-	-	-	1,200	-	1,200
July 4th Fireworks	-	-	-	-	-	-	24,250	-	-	-	-	-	24,250
July 4th Parade	-	-	-	-	-	-	19,300	-	-	-	-	-	19,300
Miscellaneous Pop Up Events	2,025	-	-	-	-	-	-	-	-	-	-	-	2,025
Miscellaneous Tastings	-	-	-	-	-	-	-	-	-	-	-	2,000	2,000
Oaked & Smoked	-	-	-	-	-	-	-	-	3,000	12,500	-	-	15,500
Princess Teas	1,500	-	-	-	-	-	-	-	-	-	-	-	1,500
Race Series	1,000	2,000	22,000	1,000	16,000	14,000	24,500	4,300	27,500	6,000	30,000	1,000	149,300
Recycling Events	-	-	-	-	50,000	-	-	-	50,000	-	-	-	100,000
Spring Bazaar	-	-	1,200	-	-	-	-	-	-	-	-	-	1,200
Super Hero Party	-	-	-	-	-	-	-	-	-	-	-	-	-
Tacos and Tequila	-	-	-	1,500	5,000	-	-	-	-	-	-	-	6,500
	12,925	23,950	36,350	15,650	91,920	99,720	68,970	5,270	82,820	22,220	42,600	26,950	529,345
Net Income	(8,650)	6,050	28,650	(14,650)	23,496	(38,054)	(15,053)	16,147	(36,403)	16,197	18,400	(950)	(4,820)

HRCA Recreation Fund
Variance Analysis - Actual vs. Budget
For the Two Months Ending February 28, 2026

	Current Month					Year To Date				
			Variance					Variance		
	Actual	Budget	\$	%		Actual	Budget	\$	%	
Revenues										
Homeowner assessments	\$ 1,611,435	\$ 1,611,811	\$ (376)	0%		\$ 3,223,180	\$ 3,223,621	\$ (441)	0%	
Homeowner fees	-	-	-			-	-	-		
Recreation programs	640,863	601,256	39,607	7%		1,272,747	1,224,256	48,491	4%	
Facility operations	91,591	97,970	(6,379)	(7%)		228,387	241,090	(12,703)	(5%)	
Community events	-	-	-			-	-	-		
Interest	12,163	18,373	(6,210)	(34%)		24,993	32,700	(7,707)	(24%)	
Other revenue	28,760	32,040	(3,280)	(10%)		28,942	32,080	(3,138)	(10%)	
Total revenues	2,384,812	2,361,450	23,362	1%		4,778,249	4,753,747	24,502	1%	
Expenses										
Salaries	916,486	910,060	(6,425)	(1%)		1,912,281	1,906,294	(5,986)	0%	
Employee benefits	266,106	271,765	5,659	2%		535,576	548,560	12,984	2%	
Depreciation Expense	-	-	-			-	-	-		
Facility operations	79,399	117,242	37,843	32%	A	153,618	253,868	100,250	39%	
Program	83,544	84,183	639	1%		151,500	152,869	1,369	1%	
Occupancy	155,499	139,120	(16,379)	(12%)		265,229	272,373	7,144	3%	
Information Technology Expenses	40,376	45,491	5,115	11%		94,183	109,005	14,822	14%	
General & Administrative	44,412	41,868	(2,545)	(6%)		81,363	87,508	6,145	7%	
Insurance	45,138	44,824	(313)	(1%)		89,111	89,649	538	1%	
Professional services	15,438	14,356	(1,083)	(8%)		34,466	32,629	(1,837)	(6%)	
Communications and marketing	22,053	14,885	(7,168)	(48%)		66,421	45,986	(20,435)	(44%)	
Community events	-	-	-			-	-	-		
Interest	-	-	-			-	-	-		
Other operating expenses	1,059	533	(526)	(99%)		883	1,066	183	17%	
Total expenses	1,669,510	1,684,327	14,817	1%		3,384,631	3,499,808	115,177	3%	
(Gains) / Losses	-	-	-			-	-	-		
Excess (deficiency) of revenues over expenses	715,302	677,123	38,179	6%		1,393,617	1,253,939	139,678	11%	
Transfers										
Transfers to Backcountry Fund	(54,167)	(54,167)	-	0%		(108,333)	(108,333)	-	0%	
Transfers for Capital Equipment	-	-	-			-	-	-		
Transfers for Reserves	(406,250)	(406,250)	-	0%		(812,500)	(812,500)	-	0%	
Total transfers In / (Out)	(460,417)	(460,417)	-	0%		(920,833)	(920,833)	-	0%	
Net revenues (expenses)	\$ 254,886	\$ 216,707	\$ 38,179	18%		\$ 472,784	\$ 333,106	\$ 139,678	42%	

Variance materiality = \$25k and 10%

HRCR Recreation Fund
Variance Analysis - Actual vs. Budget
For the Two Months Ending February 28, 2026

Variance Discussion - MTD Actual vs. Budget

A - Facility operations expense is favorable to budget largely due to low snow removal costs as a result of dry winter (\$34K); also we incurred lower access ID card expense (\$7K) and employee uniforms expense (\$6K).

Variance Discussion - YTD Actual vs. Budget

A - Facility operations expense is favorable to budget due to timing of shop items (\$40K - uniforms, hoodies/other merchandise, and garage sale signs will be coming in future months); low snow removal costs as a result of dry winter (\$34K); lower facility maintenance and equipment (\$20K), and lower access ID card expenses (\$5K).

HRCA Backcountry Fund
Variance Analysis - Actual vs. Budget
For the Two Months Ending February 28, 2026

	Current Month					Year To Date				
	Actual	Budget	Variance			Actual	Budget	Variance		
			\$	%				\$	%	
Revenues										
Recreation programs	\$ 37,423	\$ 35,630	\$ 1,793	5%		\$ 73,511	\$ 70,342	\$ 3,169	5%	
Facility operations	1,527	1,527	0	0%		3,054	3,053	0	0%	
Other revenue	17,292	17,292	0	0%		34,584	34,583	1	0%	
Total revenues	56,242	54,449	1,793	3%		111,149	107,979	3,170	3%	
Expenses										
Salaries	85,925	85,290	(635)	(1%)		175,685	180,168	4,483	2%	
Employee benefits	24,215	20,995	(3,220)	(15%)		45,662	44,362	(1,300)	(3%)	
Facility operations	8,299	12,100	3,801	31%		16,497	18,600	2,103	11%	
Program	11,526	11,541	15	0%		38,874	45,857	6,983	15%	
Information Technology Expenses	-	-	-			-	-	-		
General & Administrative	771	315	(456)	(145%)		1,156	1,380	224	16%	
Insurance	3,404	3,175	(230)	(7%)		6,564	6,349	(214)	(3%)	
Other operating expenses	89	25	(64)	(257%)		332	50	(282)	(564%)	
Total expenses	134,230	133,441	(789)	(1%)		284,769	296,766	11,997	4%	
Excess (deficiency) of revenues over expenses	(77,988)	(78,992)	1,005	(1%)		(173,621)	(188,787)	15,167	(8%)	
Transfers										
Transfers to Backcountry Fund	54,167	54,167	-	0%		108,333	108,333	-	0%	
Total transfers in / (Out)	54,167	54,167	-	0%		108,333	108,333	-	0%	
Net revenues (expenses)	\$ (23,821)	\$ (24,826)	\$ 1,005	(4%)		\$ (65,287)	\$ (80,454)	\$ 15,167	(19%)	

Variance materiality = \$10k and 10%

Variance Discussion - MTD and YTD Actual vs. Budget

No items met scope

HRCA
Statement of Revenues and Expenses
February 28, 2026

	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	170,082	1,611,435	-	1,781,516	169,909	1,611,811	-	1,781,720	172	(376)	-	(204)	0%	0%		0%
Homeowner fees	101,837	-	-	101,837	109,546	-	-	109,546	(7,709)	-	-	(7,709)	-7%			-7%
Recreation programs	-	640,863	37,423	678,287	-	601,256	35,630	636,886	-	39,607	1,793	41,400		7%	5%	7%
Facility operations	-	91,591	1,527	93,118	-	97,970	1,527	99,497	-	(6,379)	0	(6,379)	-	-7%	0%	-6%
Community events	37,862	-	-	37,862	30,000	-	-	30,000	7,862	-	-	7,862	26%			26%
Interest	9,059	12,163	-	21,222	9,714	18,373	-	28,087	(655)	(6,210)	-	(6,865)	-7%	-34%		-24%
Other revenue	18,295	28,760	17,292	64,347	19,396	32,040	17,292	68,728	(1,101)	(3,280)	0	(4,380)	-6%	-10%	0%	-6%
Total revenues	337,135	2,384,812	56,242	2,778,189	338,565	2,361,450	54,449	2,754,464	(1,430)	23,362	1,793	23,725	0%	1%	3%	1%
Expenses																
Salaries	139,053	916,486	85,925	1,141,463	141,350	910,060	85,290	1,136,700	2,297	(6,425)	(635)	(4,764)	2%	-1%	-1%	0%
Employee benefits	51,101	266,106	24,215	341,422	49,959	271,765	20,995	342,719	(1,142)	5,659	(3,220)	1,298	-2%	2%	-15%	0%
Depreciation Expense	-	-	-	-	-	-	-	-	-	-	-	-				
Facility operations	866	79,399	8,299	88,564	1,650	117,242	12,100	130,992	784	37,843	3,801	42,428	48%	32%	31%	32%
Program	-	83,544	11,526	95,070	-	84,183	11,541	95,724	-	639	15	654		1%	0%	1%
Occupancy	6,094	155,499	-	161,593	6,023	139,120	-	145,143	(71)	(16,379)	-	(16,450)	-1%	-12%		-11%
Information Technology Expenses	11,423	40,376	-	51,799	12,382	45,491	-	57,872	959	5,115	-	6,074	8%	11%		10%
General & Administrative	27,870	44,412	771	73,053	28,260	41,868	315	70,443	390	(2,545)	(456)	(2,610)	1%	-6%	-145%	-4%
Insurance	6,433	45,138	3,404	54,975	6,490	44,824	3,175	54,489	57	(313)	(230)	(486)	1%	-1%	-7%	-1%
Professional services	40,218	15,438	-	55,656	25,783	14,356	-	40,138	(14,435)	(1,083)	-	(15,518)	-56%	-8%		-39%
Communications and marketing	9,855	22,053	-	31,908	8,325	14,885	-	23,210	(1,530)	(7,168)	-	(8,698)	-18%	-48%		-37%
Community events	22,848	-	-	22,848	23,950	-	-	23,950	1,102	-	-	1,102	5%			5%
Interest	-	-	-	-	-	-	-	-	-	-	-	-				
Other operating expenses	227	1,059	89	1,375	175	533	25	733	(52)	(526)	(64)	(642)	-30%	-99%	-257%	-88%
Total expenses	315,988	1,669,510	134,230	2,119,727	304,347	1,684,327	133,441	2,122,114	(11,641)	14,817	(789)	2,387	-4%	1%	-1%	0%
Transfers																
Transfers to Backcountry Fund	-	(54,167)	54,167	-	-	(54,167)	54,167	-	-	-	-	-		0%	0%	
Transfers for Capital Equipment	-	-	-	-	-	-	-	-	-	-	-	-				
Transfers for Reserves	-	(406,250)	-	(406,250)	-	(406,250)	-	(406,250)	-	-	-	-		0%		0%
Total Transfers In / (Out)	-	(460,417)	54,167	(406,250)	-	(460,417)	54,167	(406,250)	-	-	-	-		0%	0%	0%
Net revenue (expense)	21,147	254,886	(23,821)	252,212	34,218	216,707	(24,826)	226,099	(13,071)	38,179	1,005	26,113	-38%	18%	-4%	12%

HRCA
Statement of Revenues and Expenses
For the Two Months Ending February 28, 2026

	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	339,810	3,223,180	-	3,562,989	339,819	3,223,621	-	3,563,440	(9)	(441)	-	(451)	0%	0%		0%
Homeowner fees	172,757	-	-	172,757	157,212	-	-	157,212	15,545	-	-	15,545	10%			10%
Recreation programs	-	1,272,747	73,511	1,346,257	-	1,224,256	70,342	1,294,598	-	48,491	3,169	51,659		4%	5%	4%
Facility operations	-	228,387	3,054	231,441	-	241,090	3,053	244,143	-	(12,703)	0	(12,702)		-5%	0%	-5%
Community events	42,211	-	-	42,211	34,275	-	-	34,275	7,936	-	-	7,936	23%			23%
Interest	17,580	24,993	-	42,573	26,990	32,700	-	59,690	(9,410)	(7,707)	-	(17,116)	-35%	-24%		-29%
Other revenue	34,924	28,942	34,584	98,450	38,792	32,080	34,583	105,455	(3,868)	(3,138)	1	(7,005)	-10%	-10%	0%	-7%
Total revenues	607,281	4,778,249	111,149	5,496,679	597,087	4,753,747	107,979	5,458,813	10,194	24,502	3,170	37,866	2%	1%	3%	1%
Expenses																
Salaries	287,253	1,912,281	175,685	2,375,218	294,271	1,906,294	180,168	2,380,734	7,019	(5,986)	4,483	5,515	2%	0%	2%	0%
Employee benefits	97,576	535,576	45,662	678,815	100,710	548,560	44,362	693,632	3,134	12,984	(1,300)	14,818	3%	2%	-3%	2%
Depreciation Expense	-	-	-	-	-	-	-	-	-	-	-	-				
Facility operations	1,264	153,618	16,497	171,379	3,350	253,868	18,600	275,818	2,086	100,250	2,103	104,439	62%	39%	11%	38%
Program	-	151,500	38,874	190,375	-	152,869	45,857	198,726	-	1,369	6,983	8,351		1%	15%	4%
Occupancy	12,465	265,229	-	277,694	12,046	272,373	-	284,419	(419)	7,144	-	6,725	-3%	3%		2%
Information Technology Expenses	27,853	94,183	-	122,036	30,772	109,005	-	139,776	2,919	14,822	-	17,741	9%	14%		13%
General & Administrative	69,353	81,363	1,156	151,871	63,770	87,508	1,380	152,658	(5,582)	6,145	224	787	-9%	7%	16%	1%
Insurance	12,710	89,111	6,564	108,385	12,980	89,649	6,349	108,978	269	538	(214)	593	2%	1%	-3%	1%
Professional services	65,987	34,466	-	100,453	51,739	32,629	-	84,368	(14,248)	(1,837)	-	(16,085)	-28%	-6%		-19%
Communications and marketing	25,324	66,421	-	91,745	21,055	45,986	-	67,042	(4,269)	(20,435)	-	(24,704)	-20%	-44%		-37%
Community events	39,077	-	-	39,077	36,875	-	-	36,875	(2,202)	-	-	(2,202)	-6%			-6%
Interest	-	-	-	-	-	-	-	-	-	-	-	-				
Other operating expenses	464	883	332	1,679	350	1,066	50	1,466	(114)	183	(282)	(213)	-33%	17%	-564%	-15%
Total expenses	639,325	3,384,631	284,769	4,308,725	627,918	3,499,808	296,766	4,424,493	(11,407)	115,177	11,997	115,767	-2%	3%	4%	3%
Transfers																
Transfers to Backcountry Fund	-	(108,333)	108,333	-	-	(108,333)	108,333	-	-	-	-	-		0%	0%	
Transfers for Capital Equipment	-	-	-	-	-	-	-	-	-	-	-	-				
Transfers for Reserves	-	(812,500)	-	(812,500)	-	(812,500)	-	(812,500)	-	-	-	-		0%		0%
Total Transfers In / (Out)	-	(920,833)	108,333	(812,500)	-	(920,833)	108,333	(812,500)	-	-	-	-		0%	0%	0%
Net revenue (expense)	(32,044)	472,784	(65,287)	375,453	(30,831)	333,106	(80,454)	221,820	(1,212)	139,678	15,167	153,633	4%	42%	-19%	69%