Enhancing property values and creating quality of life through recreation, community events, and leadership.
Building a lifestyle you want to live
Flowchart

Board of Directors

CEO/GM

Backcountry Planning Areas Committee

Delegates

Architectural Committee

DRC, Finance, CRC, Tribunal
HRCA Directors

Scott Lemmon, President
Melissa Park, Vice-President
Brock Norris, Vice-President
Jim Allen, Secretary
Krystal Woodbury, Treasurer
Governed Documents

- Community Declaration (CC&R’s)
  - Covenants, Conditions, and Restrictions
  - Recorded against every Privately Owned Site
  - Contract between Owner and the HRCA
  - Supplemental Declaration
  - Articles of Incorporation
  - Bylaws
HRCA Terms

• Duty: Binding legal obligation

• Power: Ability to accomplish objective

• Liability: Corporate and/or personal
Directors Visionary Statements and Objectives

Provide first class recreational amenities and programming
- Provide events and venues that enhance our community lifestyle
- Seek new, innovative programs and events
- Recognize and promote opportunities for volunteerism

Build the Backcountry Wilderness Area to be the heart of Highlands Ranch
- Create and implement a master plan for the Backcountry Wilderness Area
- Evaluate and implement recreational activities, programming and potential partnerships

Foster development that drives sustainable economic growth and supports our mission
- Identify and advance economic opportunities that enhance Highlands Ranch and are in the best interest of our residents
- Lead community stakeholders to ensure an appropriate balance of commercial, residential, recreational and open space development

Define our distinct Highlands Ranch community lifestyle
- Identify and implement high profile experiences that strengthen the community
- Promote the brand that attracts businesses and residents
Community Declaration

• Section 2.20 and 2.21 define Delegate and District Delegate
• Section 4.4 Establishment of Delegate District
• Section 4.6 Voting Rights of Delegates
• Section 4.7 Delegates Representing Members Entitled to Recreation Centers
Bylaws

• Section 5 addresses Delegates in General
  • Voting
  • Qualifications
  • Term of Office
  • Removal
  • Resignation
  • Vacancies

• Section 6 Meetings of Delegates
What is a Delegate?

- Delegate shall mean the natural person selected by members within a Delegate District to represent such Delegate District and to cast votes on behalf of members within the Delegate District as provided in the Community Declaration.
Delegates cast votes to represent the Members of the district, one vote per privately owned site.

Delegates may vote by proxy.

Attendance at the monthly Delegate Meeting and Board of Directors meeting is necessary for the Delegate to adequately represent the District and understand the issues before the community.

The regular Delegate Meetings provide oversight for expenditures for the HRCA recreational facilities.
Delegate Duties and Powers

• The President and Secretary of the HRCA (Board of Directors) preside over meetings of Delegates pursuant to the Bylaws
• Meetings of Delegates may be called to approve increases in Common Assessments above the allowable amount
• The Annual Meeting of Delegates is set for the Delegates to elect candidates to the Board of Directors
• The Delegates have authority to amend the bylaws of the HRCA with conditions, but not to amend the Community Declaration
Delegate Duties and Powers

• Rules and regulations for the use/operation of the Recreation Facilities
• Propose increases and/or reductions for the Recreation Function Common Assessments (RFCA’s) necessary for the operation of the Recreation Center
• Propose improvements to the Recreation Facilities
• Propose recommendations to improve operating systems for the members
• Architectural Committee
• HRCA Tribunal
• Development Review Committee
• Finance Committee
• Backcountry Committee
• Architectural Committee (ARC) review of exterior property improvements

• ARC promulgates architectural rules/guidelines

• Reviews variance requests

• Residential Covenant Enforcement
• Notify all Delegates of DRC Agenda projects in Highlands Ranch or adjacent area
• Commercial Covenant Enforcement /DRC Promulgates Rules
• Commercial Architectural Reviews
• Referral Agency to Douglas County
• Referral Agency on Declarant projects
Finance Committee

- 9 members
- Monthly financial statement review
- Quarterly investment review
- Annual budget and audit review
- Special projects
  - Reserve Study
  - Fund Management & Reserve Study Policy
  - Investment Policy
Other Highlands Ranch Entities
Responsibilities
Douglas County Government

• Law Enforcement
• Roads and Street Maintenance
• Zoning
• Traffic Light Control
Highlands Ranch Metro District

• Arterial Landscape Maintenance
• Parks, Outdoor Sports & Recreation Programs
• HRMD Trails Construction & Maintenance
Littleton Fire Rescue

• Fire & Emergency Services
Centennial Water and Sanitation District

- Water and Waste Water
- Water Budgets
- Watering Restrictions
Mission

To provide visitors with unprecedented opportunities to enjoy nature near where they live, while protecting and conserving natural, cultural, archeological, and historical resources for the enjoyment of future generations.

AND

To improve wildlife habitat, inspire the next generation of nature stewards, and ignite a lifelong love of the outdoors.
Development Plan

Urban Uses
Residential
Low Density
Medium-Low Density
Medium Density
High Density

Nonresidential
Community Activity Center
Town Center
Corridor Activity Center
Business/Industrial Park

Circulation
Centennial Freeway (C-470)
2 Lane Arterial
4 Lane Arterial
6 Lane Arterial
Shop-N-Ride
Mass Transit Parking Site

Nonurban Uses
- Nonurban
- Elementary School
- Middle School
- High School
- Community Park
- Regional Park
- Library
- Highlands Ranch
- Community Association Facility
- Hiking/Biking Trail

Wildcat Mountain Reserve (8200 Acres)

Highlands Ranch
January 2005
Programs Offered

• Full Day Youth Camps
• Horse Camps/Lessons/Rides
• Homeschool Programs
• Field Trips
• Preschool Age Programs
• Themed B-Day Parties

• Nature Hikes
• Wellness Walks
• Adult/Family Programs
• Hunting
• Archery and 3D Archery
• Star Gazing
• Annual Events
  • Gear Swap
  • Big Help
  • Elk Banquet
  • Backcountry BBQ’
  • Haunted Forest
  • Back the Backcountry
Backcountry Wilderness Area

Revenue

• Funds: $415,000 transfer from Rec Fund
• Total Expenses: $1.1 million

Program Revenue Generated By the Year:

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<tr>
<th>Year</th>
<th>Revenue</th>
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<tr>
<td>2010</td>
<td>$29,000</td>
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<td>2011</td>
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<td>$264,000</td>
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<td>2017</td>
<td>$350,000</td>
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<tr>
<td>2018</td>
<td>$448,000</td>
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<tr>
<td>2019</td>
<td>$512,000 (proj)</td>
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<tr>
<td>2020</td>
<td>$562,000 (budget)</td>
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• 8,200 Acres (13 square miles)
• 25 miles of Natural Surface Trails
• 2000 Volunteer Hours/Year
• 150-160,000 Visitors/Year
• 1000 Kids in Camp
• 5000 Program Participants
• Over $100,000 501c3 Revenue
• Seven full time staff
• Thriving ecosystem
• Recreation and Conservation
• Unique
Accounting & Finance Functions

• Accounts Receivable
  • Primarily quarterly assessment billing and collections

• Accounts Payable

• Banking and Investing

• Financial Reporting
  • Financial statements prepared monthly using accrual basis accounting
  • Financial statements are available on the website
  • Forecasting, short-term and long-term

• Prepare the Annual Budget

• Annual Audit and Tax Preparation
Financial Statements – Key Components

Revenues
- Assessments
- Recreation Facility Operations & Programs
- Community Events

Expenses
- Administrative
- Facility Operations
- Program Expenses

Transfers
- Bonds and Interest Payable [through 2024]
- Reserve Funds [saving for future repairs & replacements]
• Budget Message and Assumptions

• Operating Budgets
  • Administrative
  • Recreation
  • Backcountry

• Capital & Reserve Budgets
  • 5 Year Capital Improvement Plan
  • Reserve Study

• Fund Balance Projections by Fund
Budget Process

• May – Staff begins planning upcoming budget timeline

• June
  • Board provides direction to CEO and Finance Committee provides budget presentation guidance
  • Internal staff budget kick-off
  • First budget presentation to Delegates with timeline and Board directives

• July – August
  • Internal staff meetings to review June year-to-date results and prepare initial budget drafts

• August
  • Finance Committee budget meetings begin
  • Materials posted to website after each meeting

• September
  • Final budget changes including renewal amounts for benefits and insurance

• October
  • Finance Committee recommends budget to Board
  • Final budget presented to Delegates

• November
  • Delegates recommend budget to Board
  • Board adoption of budget
<table>
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<tr>
<th></th>
<th>Administrative Fund</th>
<th></th>
<th>Recreation Fund</th>
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<th>HRCA 2020 Total</th>
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<tr>
<td></td>
<td>Operating</td>
<td>Reserve</td>
<td>OSCA Fund</td>
<td>Operating</td>
<td>Reserve</td>
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<tr>
<td>Revenues</td>
<td>2,927.8</td>
<td>1.8</td>
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<td>Expenses</td>
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<td>71.0</td>
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<td>17,117.7</td>
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<td>Transfers</td>
<td>(89.6)</td>
<td>48.3</td>
<td>(149.5)</td>
<td>(5,381.9)</td>
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<tr>
<td>Net Revenue (Expense)</td>
<td>(498.9)</td>
<td>(20.9)</td>
<td>(22.4)</td>
<td>1,644.7</td>
<td>2,633.6</td>
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Employee Resources as of 9/6/2019

- 954 Employees
  - Around 125 Summer Seasonal Staff hired each year
- 75% of HRCA Employees Live in Highlands Ranch
- Employee generations:
  - Silent Generation – 20
  - Boomers – 130
  - Gen Xer’s – 133
  - Millennials – 147
  - Generation Z - 524
Areas of Responsibility

- Payroll
- Employment
- Compensation
- Benefits
- Employee Relations
- Risk Management
- Training
- Organizational Development
- Regulatory Compliance
- Workers Compensation
Highlands Ranch Community Scholarship Fund

- Designated 501(c) 3 in 2003
- Funded by donations, corporate sponsorships and fund-raising events
- Close to $400,000 awarded to date
- 2019 – 20 scholarships at $2,500 each
Community Relations
Jamie Noebel, Director
HRCA Mission Statement

Enhancing property values and creating quality of life through recreation, community events, and leadership.

It’s All Right Here!
• Media Relations
• Newsletter, Activity Guide & Web Site
• Communication to Members through e-Me Email Blast and Volunteers through Volunteer Updates
• Community Partners/Sponsors
• Community Events
• Cultural Affairs Association
• Local Biz Directory
• General Manager and Community Relations Director are authorized to speak on behalf of the HRCA

• Weekly correspondence with
  - Highlands Ranch Herald
  - Highlands Ranch YourHub

• Program and event media releases and advisories

• Annual clipping file of all media stories
• HRCA News monthly newsletter  
  • 312,095 mailed plus 49,856 emailed yearly
• Activity Guide – 3 times per year  
  • 80,267 mailed plus 12,221 emailed yearly
• Web Site: HRCAonline.org  
  • 46,261 weekly views
• E-me: Eblast  
  • Email blast to 396,000 yearly
• Annual Community Calendar
• Annual Report
• HRCA Overview
• New Member Packet
• Social Media – Facebook – 9,598 followers  
  Twitter – 1,732 followers  
  Instagram – 612 followers
• “Local Biz Directory” Highlands Ranch online directory
• Welcome Booklet – Info given to new residents
• Web calendar of events & programs
• Special Program Marketing Mailings – Camps
• Event/Weather Line: 303-471-8888
CURRENT PARTNERS

- Alphagraphics
- Allied Exteriors
- Arma Dei Academy
- Cherry Hills Community Church
- Cherry Hills Christian School
- Children’s Hospital Colorado
- Coldwell Banker
- Davidsons Liquors
- Groove Automotive
- Highlands Ranch Metro District
- HindmanSanchez
- Littleton Adventist Hospital
- Lotus Jewelers
- Nicolo’s Pizza

- SolarCity
- Pro Disposal
- Raising Cane’s
- Renewal by Andersen
- Rocky Mountain Catering
- Schomp Automotive
- Shea Homes
- Sky Ridge Medical Center
- Symmetrix Solutions
- Tattered Cover Book Store
- The Melting Pot
- Valor Christian High School
- Whole Foods
- Wind Crest

Annual Sponsor Benefits:
- Marketing in the facilities
- Advertising in the Activity Guide
- Logo recognition on flyers, newsletter and Activity Guide
- Participation in events
- $148,000 Sponsorship Revenue
HRCA Community Events

Ranch Hand Volunteers

68 volunteers
- Incentive Program
- Assisting with events
- One-on-one Training and orientation

Over 128,000 Attendees at HRCA Events
- Beverage Tastings
- Taste of Highlands Ranch
- Easter Egg Hunt
- Beer Festival
- Farmers’, Street, & Winter Markets
- 4th of July Parade & Celebration
- Trick-or-Treat Street
- Hometown Holiday
- Recycling events
- Doggie Splash
- Touch-a-Truck
- Father/Daughter Sweetheart Ball
- Home Improvement Expo
- Craft and Gift Shows
- Paranormal Party
- Film in the Park
- And more!

749 Total Volunteer Hours
The Highlands Ranch Cultural Affairs Association (CAA) is a 501(C)3 organization, formed in 2001, to address the need for a cultural foundation in the rapidly growing community of Highlands Ranch. The CAA provides a central organization from which educational, artistic, musical, theatrical, and dance events are provided to the residents of Highlands Ranch and surrounding communities.

- $289,475 budget for 2018
- SCFD Funding Grant
  - $95,000 budget for 2017/2018

Over 44 Cultural Programs = 71,379 attendees

Winter Cultural Series  Highlands Ranch Days
Hooked on Fishing  Ladies’ Fishing on the Fly
Summer Concert Series  Curtain Call at the Mansion
Jazz at the Mansion  Summer’s Sunset Concert
Oktoberfest  Culture on the Green Series
Chinese New Year  Showtime at Southridge Series
Classic Car Show  Classical Music Series
July 4th Concerts  Entertainment for Princess Tea Parties,
Senior Club Entertainment  Hometown Holiday, and Taste
Encore Choral  Taste of Highlands Ranch

268 Volunteer Hours to Service Programs
Acquisitions through Art Encounters

Enchantment 2009

Molly, Dieter and Suzy 2015

Tigris 2013

Baby Bear 2015
Facilities

Common Features

• Gyms
• Exercise Machines (300+)
• Fitness – Dance Studios
• Indoor & Outdoor Pools (19 Bodies of Water)
• Running Tracks
• Weights
Recreation Center at Northridge

**Special Features**
- Golf Simulator
- Hot Yoga Studio
- Martial Arts Studio
- Pool Climbing Wall
- Racquetball Courts
- Saunas
- Tennis Pavilion & Outdoor Tennis Courts

**Major Programs**
- Aerobics
- Basketball
- Competitive Swimming – Swim Meets
- Fitness Classes
- Martial Arts
- Tennis / Racquetball
Recreation Center at Southridge

72,000 Sq. Ft.

Special Features
• Auditorium
• Commercial Kitchen
• Current Channel – Log Walk
• Fitness Pool
• Pools – Kid’s Play Area
• Pottery Studio
• Senior Lounge
• Tennis Courts

Major Programs
• Art – Cooking – Pottery – Volleyball
• Pool Birthday Parties
• The Zone
Recreation Center at Eastridge

**Special Features**
- Climbing Wall
- Children’s “Frog” Pool
- Indoor - Outdoor Water Slides
- Sand Volleyball Courts
- Steam Room

**Major Programs**
- Basketball
- Children’s Programs – Pre-School – Day Camp
- Dance
- Swim Lessons
Recreation Center at Westridge

72,000 Sq. Ft.

Special Features
• Batting Cages – Pitching Structure
• Outdoor Children’s “Whale” Pool
• Spin Cycle Studio
• Synthetic Turf Field – (Indoor)

Major Programs
• Children’s Programs – Pre-School
• Flag Football - Lacrosse - Soccer
• Fitness Classes
• Spin Cycling Classes
• The Zone TRX
• Tumbling
• Recreation Property - 35 Acres
• Facilities - 6.6 Acres (330,000 Sq. Ft.)
• Open 17 Hrs./Day - 7 Days/Wk. - 361 Days/Yr.
• 5000 + Visits/Day
• Customer Service – Member Relations
• Membership - (New Residents)
• Registration - (Programs & Events)
• Maintenance Services / Janitorial
Aquatics Management
(Diane Ball)

Supervisor
(2) Coordinators

• Infant Swimming Lessons
• Group & Private Swim Lessons
• Coached Aquatics - Swim Teams
• Masters Swimming
• Scuba - Snorkeling – Stand-Up Paddleboarding
• Pool Birthday Parties
Supervisor
(5) Coordinators

- Art – Dance – Drama – Music - Theatre
- Children’s – Youth – Teens
- Cooking - Cotillion
- Day Camps
- Education Classes
- Pottery
- Preschools
Sports & Fitness

(4) Coordinators

- Fitness – Personal Training - Yoga
- Golf
- Martial Arts
- Race Series
- Sports Camps & Leagues
- Tennis
- Therapeutic Recreation
• Boilers – Electrical – HVAC – Plumbing
• Cardio Machine Upkeep
• Construction
• Dry Wall – Painting – Tile
• Event Set-up & Tear-down
• Pools - Pumps - Motors
• Preventative Maintenance
• Landscaping & Fences
• Snow Removal
• The Department Has Four (4) Areas of Emphasis:
  - Architectural Residential: Residential Improvement Review
  - Commercial: Commercial Improvement and Signage Review
  - Compliance: Covenant Guideline Enforcement in Both Commercial and Residential Settings
  - Legal: As mandated per the Community Declaration
Noncompliance Flowchart

1st Standard Noncompliance Letter After Inspection

- Re-inspection – 2nd Standard Noncompliance Letter
- Re-inspection – Notice of Compliant to the Tribunal
- Re-inspection Tribunal Decision
HRCA Protocol

• Complaint calls from members = 60%
  Staff initiated action = 40%

• All complaints verified by staff prior to action

• 2,625 letters per month in summer
  1,400 letters per month in winter

• Board/Delegate Members should refrain from discussing all compliance issues with staff or members as they may be brought before the Tribunal or Court for a decision at a later date
Architectural Committee - Review of residential improvements, Design Guideline Revisions

Design Review Committee - Review of Commercial Development, Zoning, Development Guide Revisions

Commercial Review Committee - Review signage and minor amendments to SIP

Tribunal – Appeal process for all property owners ruling is final and further deposition is decided by courts
Thank You for Serving the Community as District Delegate!!

Questions???