



Business Agenda Items

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|--|-----------|
| I. Call to Order | 6:00 p.m. |
| II. Guest Speaker – Douglas County Sheriff’s Office <i>Chief Michael McIntosh</i> | 6:02 p.m. |
| III. Pledge of Allegiance | 6:20 p.m. |
| IV. Roll Call/Establishment of Quorum | 6:21 p.m. |
| V. Proof of Notice of Meeting | 6:24 p.m. |
| VI. Approval of Minutes from the Preceding Meeting of the Delegates
November 14, 2023 | 6:25 p.m. |
| VII. Member Forum <i>Sign-up in advance; 3-minute time limit</i> | 6:27 p.m. |
| VIII. Board of Directors Report
Board and Delegate Elections | 6:33 p.m. |
| IX. Board of Directors Comments | 6:38 p.m. |
| X. General Manager Report <i>Mike Bailey</i> | 6:40 p.m. |
| XI. Department Updates
Sports & Fitness <i>Chad Meija</i> | 6:45 p.m. |
| XII. Continued/New Business | 6:50 p.m. |
| XIII. Delegate Forum <i>Sign-up in advance; 3-minute time limit</i> | 6:55 p.m. |
| XIV. Adjournment | 7:00 p.m. |

The Board of Directors Meeting follows immediately upon adjournment of the Delegate Meeting.

The Next Delegate and Board meeting will be held on Tuesday, February 20, 2024.

Disclaimer – This packet is provided for informational purposes only and is subject to change. Other matters may be considered as deemed appropriate. Some documents or information may have been unavailable at the time this agenda was prepared. For additional information, contact: theresa.hill@hrcaonline.org. The Board Working Session, Delegate Meeting, Board of Directors Meeting, and all other HRCA Committee Meetings are open to our members.

Delegate Meeting Minutes

November 14, 2023

6:00 p.m.

Southridge Rec Center

Agenda item: Call to Order **Presenter:** Melissa Park

Melissa Park called the meeting to order at 6:02 p.m.

Agenda item: Pledge of Allegiance **Presenter:** Melissa Park

Director Park led the meeting in the Pledge of Allegiance.

Agenda item: Roll Call/Establishment of Quorum **Presenter:** Theresa Hill

Conclusions:

A quorum was established; 16,866 of 31,934 lots were present.

Agenda item: Proof of Notice of Meeting **Presenter:** Kurt Huffman

Kurt Huffman confirmed the Proof of Notice of Meeting.

Agenda item: Approval of Minutes for the Meeting of the Delegates for the October 17, 2023, Meeting **Presenter:** Melissa Park

Conclusions:

October 2023 minutes were approved—motioned by Elizabeth Strock, representing District 16, and seconded by Leo Stegman, representing District 109. Motion carried.

Agenda item: Member Forum **Presenter:** N/A

Discussion:

None

Agenda item: Board of Directors Report **Presenter:** Melissa Park

Conclusions:

Director Park presented a PowerPoint on behalf of Board President Jim Allen. Within the report:

A thank you to all Delegates who are Veterans, a reminder of the Volunteer Appreciation event on December 12, an overview of the three resolutions on the Board of Directors agenda, and the announcement that HRCA was awarded Association of the Year and Mike Bailey, General Manager, the Community Manager Excellence in Service Award by the Community Associations Institute (CAI).

Agenda item: Board of Director Comments **Presenter:** Board of Directors

Conclusions:

Monica Wasden: Director Wasden wished everyone a Happy Thanksgiving.

Dan DeBacco: Director DeBacco thanked the Backcountry and the amazing job they did during Haunted Forest.

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Kurt Huffman: Director Huffman mentioned Robert’s Rule of Order and his hope that the BOD will continue to follow the guidelines.

Agenda item: General Manager Report **Presenter:** Mike Bailey

Conclusions:

General Manager Mike Bailey presented the following within his report:

Thanked the attendees for their involvement in helping achieve the Association of the Year award.

Provided a reminder about the Fireworks on December 16 at Highland Heritage Park.

Updated Delegates on DirectLink/BAM Broadband and their plans for fiber network installation.

Reviewed the 2024 Guest Speaker Schedule.

Summarized the process and language surrounding Bylaw Amendment 7.5A with proposed changes from legal counsel and the Bylaw Committee.

Agenda item: Department Updates **Presenter:** HRCA Staff

Conclusions: None

Agenda item: Continued Business **Presenter:** N/A

Discussions: The Bylaw Committee shared their proposed changes, and Director Park shared legal counsel's proposed changes. Time was allowed for Bylaw Amendment 7.5A to be discussed among the Delegates.

Conclusions:

Action: Vote on Bylaw Amendment 7.5A with the Bylaw Committee's recommended language

Bylaw Amendment 7.5A with the Bylaw Committee’s proposed language was not approved as presented — motioned by Nancy Smith, representing District 62, and seconded by Dennis Epperly, representing Districts 2/106. A lot count was conducted – 7,203 Delegate Districts voted in favor, 9,663 opposed, and 0 abstentions. Motion failed.

Action: Vote on Bylaw Amendment 7.5A with legal counsel's recommended language

Bylaw Amendment 7.5A with legal counsel's proposed language was approved as presented — motioned by Todd Landgrave, representing Districts 3/63, and seconded by Mike Millington, representing District 108. A lot count was conducted – 11,286 Delegate Districts voted in favor, 4,640 opposed, and 940 abstentions. Motion carried.

Action: Vote on the 2024 Guest Speaker Schedule

The 2024 Guest Speaker Schedule was approved—motioned by Colin Campbell, representing District 115, and seconded by Jac Lebbs, representing District 103. Motion carried.

Agenda item: New Business **Presenter:** N/A

Conclusions:

Director Park mentioned a potential need to reschedule the March 2024 meeting because of Spring Break conflicts. Staff and the Board will investigate the possibility of changing the date.

Agenda item: Delegate Forum

Presenter: Delegates

Discussion:

Bret Rogers | Delegate District 76: Bret discussed the 2024 budget and the previous evening's Finance Committee Meeting. He made note that HRCA is running a surplus for 2023.

Agenda item: Adjournment

Presenter: Melissa Park

Conclusions:

Motioned by Dennis Epperly, representing Districts 2/106, and seconded by Colin Campbell, representing District 115. The Meeting of the Delegates was adjourned at 7:16 p.m.

Respectfully submitted,

Kurt Huffman, Secretary



Business Agenda Items

- I. Call to Order
- II. Roll Call/Establishment of Quorum
- III. Proof of Notice of Meeting
- IV. Consent Agenda
 - Approval of Board Meeting Minutes of Action from December 2023
 - Approval of Architectural Review Committee Minutes from December 2023
 - Approval of Architectural Review Committee Applicant Patricia Callies
 - Approval of Design Review Committee Applicant Erik Okland
 - Approval of Resolution 24_01_01 Highlands Ranch Community Association, Inc. Regarding Finance Committee Charter
 - Approval of Resolution 24_01_02 Highlands Ranch Community Association, Inc. Regarding Charter for the Architectural Committee
 - Approval of Resolution 24_01_03 Highlands Ranch Community Association, Inc. Regarding Resolution 17_01_03 and Specific Duties of Board Members
- V. Member Forum
- VI. Director Comments
- VII. Committee Reports
 - Delegate Meeting
 - Finance Committee
- VIII. General Manager Report
- IX. Continued Business
- X. New Business
- XI. Delegate Forum
- XII. Adjournment

The Board of Directors Meeting follows immediately upon adjournment of the Delegate Meeting.

The Next Delegate and Board meeting will be held on Tuesday, February 20, 2024.

Disclaimer - This packet is provided for informational purposes only and is subject to change. Other matters may be considered as deemed appropriate. Some documents or information may have been unavailable at the time this agenda was prepared. For additional information, contact: theresa.hill@hrcaonline.org. The Board Working Session, Delegate Meeting, Board of Directors Meeting, and all other HRCA Committee Meetings are open to our members.

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Board Meeting Minutes

December 12, 2023
Southridge Rec Center

Agenda item: Call to Order **Presenter:** Jim Allen

Conclusions:

The meeting was called to order at 5:50 p.m.

Agenda item: Establishment of Quorum/Roll Call **Presenter:** Kurt Huffman

Conclusions:

A quorum was established. Directors Jim Allen, Melissa Park, Monica Wasden, and Kurt Huffman were present. Dan DeBacco was excused.

Agenda item: Proof of Notice of Meeting **Presenter:** Kurt Huffman

Conclusions:

Kurt Huffman confirmed the Proof of Notice of Meeting.

Agenda item: Consent Agenda **Presenter:** Melissa Park

Action Items:

- Approval of Board Meeting Minutes of Action from November 2023
- Approval of Architectural Review Committee Minutes from November 2023
- Approval of Finance Committee Minutes from October 2023
- Approval of Bylaw Committee Minutes from June 2023 and November

Conclusions:

A motion was made by Monica Wasden and seconded by Melissa Park to approve the Consent Agenda. Motion carried.

Agenda item: Board Comments **Presenter:** Jim Allen

Discussions: Board Members wished all attendees a Happy Holiday.

Agenda item:: Adjournment **Presenter:** Jim Allen

Conclusions:

The Board of Directors Meeting was adjourned at 5:51 p.m.

Respectfully submitted,

Kurt Huffman, Secretary



HIGHLANDS RANCH COMMUNITY ASSOCIATION

ARCHITECTURAL REVIEW COMMITTEE

DATE: December 6, 2023

MEETING MINUTES

I. CALL TO ORDER

The meeting was called to order at 5:34 p.m.

Roll call was taken, and a quorum was established.

Member Name	Present	Absent	Excused
Laurie Allred Chair	✓		
Jason Pickett, Vice Chair	✓		
Mollie Anderson, Secretary	✓		
Elizabeth Bryant	✓		
Jeff Rohr	✓		
Laura Eicher	✓		

Also in attendance:

- Diana Sklenar CIS Department Manager
- Jayma Wessling CIS Coordinator
- Kerry and Dalinda Barbour - Homeowner
- Andrew Jannot - Homeowner

II. RESIDENTIAL APPOINTMENTS

1. **10116 Briargrove – Landscaping**
 - a. The Committee unanimously voted to conditionally approve.

III. RESIDENTIAL IMPROVEMENT REQUESTS

1. **10102 Brady Place – Deck**
 - a. The Committee voted two (2) in favor, four (4) opposed to a wrap deck resulting in a partial approval of the submittal eliminating the wrap around but approving the front and rear decks.
2. **9605 Dolton Way – Addition**
 - a. The Committee unanimously voted to approve.
3. **8442 Willow Creek – Lawn Ornament**
 - a. The Committee Unanimously voted to deny.
4. **2183 Chesapeake – Siding**
 - a. The Committee unanimously voted to approve.
5. **2234 Briarhurst – Painting Brick**
 - a. The Committee unanimously voted to approve.
6. **714 Poppy Place – Paint**
 - a. The Committee unanimously voted to deny the request and approved provided suggestions.
7. **10179 Cherryhurst – Commercial Vehicle**
 - a. The Committee voted four (4) in favor and two (2) opposed resulting in an approval.
8. **3250 Bentwood – Painting Brick**
 - a. The Committee unanimously voted to approve.
9. **9996 Wyecliff – Fence Variance**
 - a. The Committee unanimously voted to deny.
10. **2151 Terraridge – Screening**
 - a. The Committee unanimously voted to deny.
11. **8972 Coyote Street -Covered Deck and Pergola**
 - a. The Committee voted four (4) in favor with two (2) opposed resulting in an approval.
12. **9967 Sydney Lane – Pigeon Coop Variance**
 - a. The Committee unanimously voted in favor to approve.

V. DISCUSSION

Under soffit, perimeter lighting

RIGs

Kelvin Temperatures

With no further business, the regular meeting adjourned at 8:28p.m

Laurie Allred, Architectural Review Committee Chair

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COMMITTEE APPLICATION FORM

First Name: Patricia Last Name: Callies
Home Phone #: (303) 570-9706 Email Address: pattycallies@gmail.com
Address: 2211 Ashwood Lane
City: Highlands Ranch, CO Zip Code: 80129

1. Are you a home owner in Highlands Ranch? Yes No

2. Please check the committee for which you are applying:
Architectural Committee Development Review Committee Finance Committee Tribunal Hearings Panel
Other _____

3. Will you have the time required to fulfill the duties of this position? Yes No

4. Are you able to attend the necessary meetings? Yes No

5. Have you volunteered for a HRCA Committee Before? Yes No

6. Do you currently hold a committee position? Yes No

7. If yes, which committee and when?

8. Summarize your background and community involvement. What if any qualifications do you possess that might be an asset to the HRCA?

I have been a homeowner in Highlands Ranch since 1999 and I'm currently the delegate for District 60. I have been employed as a paralegal for 34 years of which 15 years were dedicated to construction defect litigation. During those years, I worked closely with general contractors.

9. Please attach a current resume.

10. Please attach a letter of interest or statement of qualifications and experience indicating (a) why you are interested in serving on this committee (b) state how your background, experience, qualifications, and education are best suited to serving on the committee, and (c) why you should be considered for appointment.

11. Please fill out the attached disclosure statement for the Conflict of Interest Policy.

I certify that this report is true, complete, and correct to the best of my knowledge. (Please print and sign.)

Signature: _____ Date 12/15/2023

For office use only:

Received by: _____	Date: _____		
<input type="checkbox"/> Application	<input type="checkbox"/> Resume	<input type="checkbox"/> Letter of Interest	<input type="checkbox"/> COI Disclosure

I have been a homeowner in Highlands Ranch since 1999 and I'm currently the delegate for District 60. I have been employed as a paralegal for 34 years of which 15 years were dedicated to construction defect litigation. During these years, I worked closely with general contractors, subcontractors, and architects. I believe my experience would be an asset to HRCA.



HIGHLANDS RANCH COMMUNITY ASSOCIATION

COMMITTEE APPLICATION FORM

First Name: Erik Last Name: Okland

Home Phone #: 7204312342 Email Address: erik.okland@okland-arch.com

Address: 10814 Hickory Ridge Street

City: Highlands Ranch, CO Zip Code: 80126

1. Are you a home owner in Highlands Ranch? Yes No

2. Please check the committee for which you are applying:
Architectural Committee Development Review Committee Finance Committee Tribunal Hearings Panel
Other _____

3. Will you have the time required to fulfill the duties of this position? Yes No

4. Are you able to attend the necessary meetings? Yes No

5. Have you volunteered for a HRCA Committee Before? Yes No

6. Do you currently hold a committee position? Yes No

7. If yes, which committee and when?
DRC From 2011-2020

8. Summarize your background and community involvement. What if any qualifications do you possess that might be an asset to the HRCA?
Architect in Colorado for 32 years

9. Please attach a current resume.

10. Please attach a letter of interest or statement of qualifications and experience indicating (a) why you are interested in serving on this committee (b) state how your background, experience, qualifications, and education are best suited to serving on the committee, and (c) why you should be considered for appointment.

11. Please fill out the attached disclosure statement for the Conflict of Interest Policy.

I certify that this report is true, complete, and correct to the best of my knowledge. (Please print and sign.)

Signature: Date 12/11/23

For office use only:

Received by: _____		Date: _____	
<input type="checkbox"/> Application	<input type="checkbox"/> Resume	<input type="checkbox"/> Letter of Interest	<input type="checkbox"/> COI Disclosure

**RESOLUTION 17-01-03
OF
HIGHLANDS RANCH COMMUNITY ASSOCIATION, INC.**

SUBJECT: Establish Duties and Responsibilities of Directors, Delegates and Committee Members of the Highlands Ranch Community Association, Inc. ("HRCA").

PURPOSE: To approve and adopt Duties and Responsibilities of Directors, Delegates and Committee Members of the Highlands Ranch Community Association, Inc.

AUTHORITY: The Declaration, Articles and Bylaws of the Association and Colorado law.

EFFECTIVE DATE: 2/21/2017

RESOLUTION:

WHEREAS, the Board of Directors ("Board") of HRCA is responsible for the management and affairs of the Community Association; and

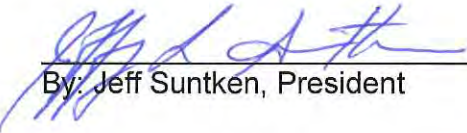
WHEREAS, HRCA desires to adopt Duties and Responsibilities of Directors, Delegates and Committee Members of Highlands Ranch Community Association, Inc. to assist in their roles which duties and responsibilities are attached hereto.

NOW THEREFORE, BE IT RESOLVED, the Board of Directors of HRCA hereby adopts the attached Duties and Responsibilities of Directors, Delegates and Committee Members of Highlands Ranch Community Association, Inc.

PRESIDENT'S

CERTIFICATION: The undersigned, being the President of Highlands Ranch Community Association, Inc., a Colorado nonprofit corporation, certifies that the foregoing Resolution was approved and adopted by the Board of Directors of the Association at a duly called and held meeting of the Board of Directors on 2/21/2017, 2017 and in witness thereof, the undersigned has subscribed his/her name.

**HIGHLANDS RANCH COMMUNITY
ASSOCIATION, INC.**


By: Jeff Suntken, President

Resolution 17-01-03
Duties and Responsibilities of Directors, Delegates and Committee Members
of the Highlands Ranch Community Association, Inc.

The Board of Directors ("Board") of Highlands Ranch Community Association, Inc. ("HRCA") is responsible for the management of all aspects of HRCA and has the obligation and duty to make decisions for the entire community. In order to assist the Board, the Delegates and Committee Members of HRCA in their official capacity as defined below, the Board hereby sets forth these guidelines summarizing the duties and responsibilities of directors, delegates and committee members of HRCA.

GENERAL DUTIES OF BOARD MEMBERS, DELEGATES AND COMMITTEE MEMBERS

All directors, delegates and committee members have the following duties:

1. The **DUTY OF DUE CARE** requires the directors and officers to:
 - a. Act in good faith;
 - b. With the care an ordinary prudent person in a like position would exercise under similar circumstances; and
 - c. In a manner the directors and officers reasonably believes to be in the best interest of HRCA

This means you must be reasonably informed and actively participate in those affairs as are set forth. The duty of due care must be discharged diligently, honestly and in good faith. You must act with knowledge. You must conduct yourself with the level of care, skill and diligence exercised by "reasonably prudent persons" in the handling of their own affairs. Where you know the facts, analyze the probable result of an action, exercise sound judgment and keep reasonable records, you act prudently and fulfill your important duty of due care. You should generally exercise their duty of due care by reviewing the agenda and reading related materials in advance of each meeting, attending meetings, being prepared to discuss the business before the meeting and voting on matters that come before the meeting.

2. The **DUTY OF UNDIVIDED LOYALTY** requires the interests of HRCA take priority over your personal interests. You must treat all information learned in your role as confidential unless there has been public disclosure, the information is included in HRCA's records, such as recorded in the minutes, or the information is common knowledge and must not speak as an individual on behalf of HRCA or the Board unless authorized by the Board of Directors. You are prohibited from borrowing money from HRCA.
3. The **DUTY TO ACT WITHIN THE SCOPE OF AUTHORITY** as set forth in the governing documents or policies of HRCA;
4. The **DUTY OF COMPLIANCE** with the governing documents of HRCA;
5. The **DUTY TO ABIDE** by all federal, state and local laws;
6. The **DUTY TO TREAT** all others with respect and dignity, ensuring an environment free from discrimination or harassment on the grounds of race, color, religion, pregnancy, sex/gender, sexual orientation, national origin, age, disability, marital or military service status, or any other category protected by applicable law;

CONFLICTS OF INTEREST

All directors, delegates and committee members must adhere to the following with respect to conflicts of interest.

1. Definitions.
 - a. "Conflicting interest transaction" means a contract, transaction, or other financial relationship between the Association and you, or between the Association and a party related to you, or between the Association and an entity in which you are a director or officer or have a financial interest.
 - b. "Party related to a You" means a spouse, a descendant, an ancestor, a sibling, the spouse or descendant of a sibling, an estate or trust in which you or a party related to you has a beneficial interest, or an entity in which a party related to you is a director or officer or has a financial interest.
2. Any conflicting interest transaction on the part of you or any party related to you must be disclosed. You should disclose you financial or other interest whenever you or a party related to you proposes to enter into a business or financial relationship with HRCA. You may be counted in determining quorum at the meeting and may participate in the discussion but shall not vote on the matter. The minutes of the meeting shall reflect the disclosure made, the abstention from voting, the composition of the quorum and record who voted for and against. Following disclosure of or otherwise learning of a conflict of interest, the disinterested board members, delegates or committee members shall act in the best interests of HRCA in addressing any such conflict.
3. No conflicting interest transaction shall be voidable by the Association if:
 - a. The facts about the conflicting interest transaction are disclosed, and a majority of the disinterested board members, delegates or committee members, even if less than a quorum, in good faith approves the conflicting interest transaction; or
 - b. The conflicting interest transaction is fair to the Association.
4. In addition to the above, each director, delegate and committee member shall adhere to the following Code of Ethics:
 - a. You shall not use your position for private gain, including for the purpose of enhancement of your financial status through the use of certain contractors or suppliers.
 - b. You shall not solicit or accept, directly or indirectly, any gifts, gratuity, favor, entertainment, loan or any other thing of monetary value from a person who is seeking to obtain contractual or other business or financial relations with the Association.
 - c. You shall not accept a gift or favor made with the intent of influencing a decision or action on any official matter.
 - d. You shall not receive any compensation from the Association for acting as a volunteer.
 - e. You shall not willingly misrepresent facts to the Members of the community for the sole purpose of advancing a personal cause or influencing the community to place pressure on a committee to the Board, delegates, Board of Directors or the HRCA Staff Members to advance a personal cause.
 - f. You shall not interfere with a contractor engaged by the Association while a contract is in progress.
 - g. You shall not harass, threaten, or attempt through any means to control or instill fear in any Member or agent of the Association.
 - h. You shall not make any promise of anything not approved by you, the Board as a whole, the delegates or committee to any subcontractor, supplier, or contractor during negotiations.
 - i. You shall voluntarily resign from your position if convicted of a felony.
 - j. You shall not knowingly misrepresent any facts to anyone involved in anything with the community which would benefit yourself in any way.
 - k. Language and decorum at meetings will be kept professional. Personal attacks against owners, residents, managers, service providers, committee members or board members are prohibited and are not consistent with the best interest of the community.

PROTOCOL FOR EMAIL COMMUNICATION

Emails that are distributed by directors, delegates or committee members in their official capacity are official Association business and must conform with the following protocol.

1. You shall not send any inappropriate content such as hate speech; sexually explicit or sexually oriented materials; materials related to any illegal activities; bullying or harassment or material that ridicules or could reasonably be considered as being discriminatory towards others on the basis of race, creed, religion, color, sex, disability, national origin, age or sexual orientation.
2. All emails sent by a you from your HRCA email account shall include the following:

LEGAL DISCLAIMER

This email and its attachments may be confidential and are intended solely for the use of the intended recipient. If you are not the intended recipient of this email and its attachments, you must take no action based upon them, nor must you copy them to anyone. Please contact the sender if you believe you have received this email in error. Please note that any views or opinions expressed are solely those of the author and do not necessarily represent those of the Highlands Ranch Community Association (HRCA). Finally, the recipient should check this email and any attachments for the presence of viruses. The HRCA accepts no liability for any damage caused by any virus transmitted by this email.

3. At the request of the Manager, any email sent under this section shall be made available to the Manager.
4. Anyone who violates this email protocol or the Code of Ethics at Paragraph 4 under Conflicts of Interest will be revoked of their HRCA email account privileges as well as other appropriate action.

SPECIFIC DUTIES OF BOARD MEMBERS, DELEGATES AND COMMITTEE MEMBERS

One of the most important functions of the Board of Directors, Delegates and Committee Members are to keep the resources and its efforts focused on HRCA's mission. This requires the directors, delegates and committee members to have an adequate understanding of HRCA's governing documents, programs, people and the various resources which are available to achieve HRCA's goals. Being a board member, delegate or a committee member requires active participation. Persons who do not have the time to keep reasonably informed and to regularly and actively participate should not agree to be a director, delegate or a committee member.

1. Definitions.

- a. "Official Capacity" as used in the Bylaws shall mean only the actions taken as part of the individual's position in the Highlands Ranch Community Association, Inc. and only those actions which have a nexus to that position. Specifically, Official Capacity shall mean the following with respect to certain positions within the Highlands Ranch Community Association, Inc.:
 - i. With respect to Directors Official Capacity shall mean any action taken as a part of fulfilling the duties and responsibilities of a Director as set forth in the governing documents of HRCA and state and federal law.
 - ii. With respect to Delegates Official Capacity shall mean any action taken as a part of fulfilling a Delegates duties as set forth in the governing documents of HRCA and state and federal law and more specifically described in Paragraph 3a below.

2. Board Members.

- a. The Official Capacity of the Board Members' is to act as the steward of HRCA's assets. These assets are held by HRCA to be used only to further the common interests of the Members of HRCA. HRCA may not be operated for the personal benefit of the directors.

- b. The directors are responsible to the Board and the Board, in turn, is legally responsible for the management of the affairs of HRCA. The Board is not expected to manage the day-to-day activities of HRCA. For those duties, the Board has hired a community manager to which the Board may delegate any of its duties, powers or functions. However, it is the Board's responsibility to oversee the community manager's work, to see that HRCA is fulfilling its mission and to review and assess the community manager's performance.

3. Delegates.

- a. The Official Capacity of Delegates is to elect the Board of Directors at the annual meeting of Delegates. Delegates also vote on those limited items set forth in the governing documents for Delegate voting as follows:
 - i. Election of Board of Directors (Bylaws Section 6.2)
 - ii. Removal of Directors (Bylaws Section 7.6)
 - iii. Amendments to the Articles (Articles of Incorporation, Article X1)
 - iv. Amendments to the Bylaws (Bylaws, Section 11.1)
 - v. Encumber Association Properties (Community Declaration, Section 5.24)
 - vi. Certain assessment increases (Community Declaration, Section 8.21)
 - vii. Special assessments (Community Declaration, Section 8.31)
 - viii. Amendments to the Declaration (required by Governmental Entity) (Community Declaration, Section 11.4)
 - ix. Conveyance of Association Properties (Community Declaration, Section 5.23)
 - x. Review of application process for Backcountry Development Proposals (Bylaws, Section 13.2)
 - xi. Act in an advisory capacity with respect to the operation and maintenance of Recreation Cost Centers (Bylaws, Section 6.2.1)

3. Committee Members.

- a. The Official Capacity of Committee Members is to serve the HRCA Board of Directors in an advisory capacity to ensure that the best and most accurate information and advice is provided to the Board for use in their deliberations. The Committee Members shall have and exercise such authority as specified in the resolution creating such committee. Each Committee Resolution will detail the specific duties of the Committee Members.

**Statement of Acknowledgment of Duties and Responsibilities
of Directors, Delegates and Committee Members of
the Highlands Ranch Community Association, Inc.**

I have received, read and understand the document entitled, " Duties and Responsibilities of Directors, Delegates and Committee Members of the Highlands Ranch Community Association, Inc.", a copy of which is attached hereto as Exhibit "A", and I agree to abide by and comply with same, including the guidelines set forth therein, in the course of fulfilling my duties as a director, delegate or committee member of HRCA.

Signature  _____

Erik Okland

Print Name

12/11/23

Date

**RESOLUTION 24-01-01
OF
HIGHLANDS RANCH COMMUNITY ASSOCIATION, INC. REGARDING
FINANCE COMMITTEE CHARTER**

SUBJECT: Adoption of an amended Charter for the Finance Committee

PURPOSE: To provide a structure for the creation and operation of the Finance Committee

AUTHORITY: The Declaration, Bylaws, and Articles of Incorporation of the Association and Colorado law

EFFECTIVE DATE: February 20, 2024

RESOLUTION: WHEREAS, the Highlands Ranch Community Association, Inc. (“HRCA”) has created the Finance Committee to assist the Board of Directors in the management of the financial operations of the HRCA; and,

WHEREAS, the Finance Committee Charter and Bylaws previously adopted by the Board on February 15, 2022, requires revisions and updates; and,

WHEREAS, the Board has determined to consolidate the prior Charter and Bylaws into a single Charter; and,

NOW, THEREFORE, BE IT RESOLVED, the Board of Directors adopts the attached Charter of the Finance Committee of the Board of Directors of Highlands Ranch Community Association, Inc.

PRESIDENT’S CERTIFICATION: The undersigned, being the President of Highlands Ranch Community Association, Inc., a Colorado nonprofit corporation, certifies that the foregoing Resolution was adopted by the Board of Directors of the Association, at a duly called and held meeting of the Board of Directors on February 20, 2024, and in witness thereof, the undersigned has subscribed his/her name.

Highlands Ranch Community Association, Inc.,
a Colorado nonprofit corporation

By: _____
Its: President

HIGHLANDS RANCH COMMUNITY ASSOCIATION, INC.
FINANCE COMMITTEE CHARTER
Adopted _____, 2024

WHEREAS, the Highlands Ranch Community Association, Inc. (“HRCA”) has created the Finance Committee to assist the Board of Directors in the management of the financial operations of the HRCA; and,

WHEREAS, the Finance Committee Charter and Bylaws previously adopted by the Board on February 15, 2022, requires revisions and updates; and,

WHEREAS, the Board has determined to consolidate the prior Charter and Bylaws into a single Charter; and,

NOW THEREFORE, the Board of Directors hereby adopts the following Resolution and Finance Committee Charter.

- I. **Purposes.** The role of the Finance Committee is to assist the Board of Directors in the management of the financial operations of the Highlands Ranch Community Association (HRCA), including the Administrative and Recreation Funds and special restricted funds. The committee will also assist the Board of Directors in ensuring that the books and records of HRCA conform to generally accepted accounting principles and the provisions of the Community Declaration for Highlands Ranch Community Association, Inc. (Community Declaration).

- II. **Definitions.**
 - a. **Presiding Party.** The Presiding Party is the individual selected to present monthly updates regarding Finance Committee activities to the Board of Directors at the monthly Board meeting or work sessions prior thereto. The Presiding Party must meet the same qualifications as are required by the HRCA Bylaws for election or appointment to the Board of Directors. The Presiding Party may, but need not be, the Treasurer.
 - b. **Administrator.** The Administrator facilitates the conduct of Finance Committee meetings and shall be a Staff member. The Administrator does not vote on Finance Committee decisions. The Presiding Party and the Administrator may be the same person. The Administrator may designate the Presiding Party to facilitate the conduct of any Finance Committee meeting in his or her absence.

- III. **Membership.**
 - a. The Finance Committee will comprise five to nine HRCA members in good standing who have relevant financial expertise. There may also be one non-voting alternate volunteer, except in the absence of one or more voting Member(s), the alternate volunteer shall be granted a voting right.
 - b. The Board of Directors appoints and may remove Finance Committee members in its discretion. The Board of Directors selects the Presiding Party. The General Manager selects the Administrator.
 - c. The HRCA Finance Director and Accounting Manager will be regular attendees and active participants in meeting discussions, and may be the Administrator, and the Presiding Party if qualified.
 - d. The Board shall, at its discretion, appoint a Board liaison to the Finance Committee.

- IV. Vacancies.** Any vacancy on the Finance Committee will first be filled by the alternate volunteer, and then the vacancies will be advertised in the HRCA communications (Newsletter, website, etc.). Highlands Ranch homeowners wishing to serve on the Finance Committee may submit a letter of intent, resume, Committee Application Form and Disclosure Statement under the Conflict of Interest Policy to the HRCA Administrative office. The current Members of the Committee will review the application and make recommendations to the Board of Directors. The Board shall act on such recommendations promptly. The position of any Finance Committee member who misses four or more meetings without excuse shall be deemed vacant without further action by the Board.
- V. Quorum.** Quorum for any meeting of the Finance Committee shall be a majority of the voting members of the Finance Committee present in person or by proxy.
- VI. Term.**
- a. Finance Committee members serve for one (1) year terms unless otherwise specified; provided, however, that Finance Committee members may resign at any time.
 - b. The Presiding Party and Administrator shall be appointed annually.
- VII. Powers, Duties and Responsibilities.** The Finance Committee shall:
- a. Conduct monthly meetings on the third Monday of each month or as otherwise determined by the Finance Committee members.
 - b. Review and make recommendations on the financial statements and budgets for operating and reserve accounts, as well as other funds of HRCA. The Finance Committee will assist in the annual budgeting process in order to determine that the common expense assessments are properly and fairly levied against the homeowners. The Finance Committee will also provide guidance in determining collection, investment and reserve policies.
 - c. Review all monthly, quarterly and annual financial statements, annual budgets for operating, reserve, bond and special funds, collection policy, investment policy as well as any other financial projects requested by the HRCA Board of Directors.
 - d. Conduct other duties as assigned by the HRCA Board of Directors.
 - e. Adhere to the Finance Committee Charter.
- VIII. Meeting Schedule and Notice.**
- a. The Finance Committee members shall establish the date of the regular monthly Finance Committee meeting at the first meeting of each calendar year.
 - b. Notice of any meeting of the Finance Committee, whether regular, special, study session, or workshop, shall be provided by the Administrator to the members of the Finance Committee at least 72 hours prior to the meeting, and shall at that time be published with the HRCA Newsletter and/or HRCA Website, or other means available (e.g. Notice Boards with HRCA facilities).
 - c. The HRCA Board of Directors, the HRCA President, or any two Finance Committee members may call a special meeting of the Finance Committee with 72 hours' notice given to each Finance Committee member for issues which may need discussion and action by the Committee.
 - d. Study sessions or workshops can be called at any time by the Administrator, Presiding Party, or any two Finance Committee members for educational purposes; however, no formal action or decisions can be made.

- e. Members are expected to attend each of the monthly meetings, the scheduled budget meetings and the Annual meeting.

IX. Conduct of Meetings.

- a. Members will display common courtesy and respect for one another, HRCA employees, and community members.
- b. The Finance Committee shall meet with the Board of Directors annually for the purpose of reviewing and recommending the next year's budget to be scheduled before the third Tuesday of October.
- c. Meetings shall be held in the HRCA's administrative offices or such other location as is designated in the notice provided to committee members.
- d. Regular and special meetings may be conducted electronically as permitted by the Colorado Revised Nonprofit Corporation Act.
- e. All meetings of the Finance Committee, including study sessions and workshops, are open to members or their designated representatives, except as permitted by C.R.S. 38-33.3-308(4).
- f. Each voting member of the Finance Committee shall have one vote; the Administrator, HRCA Finance Director and Accounting Manager are non-voting members. A majority vote of the members present is required for a motion to be adopted. If one or more of the voting Member(s) are absent, the non-voting volunteer shall be counted as a voting member.
- g. The Board of Directors, the Presiding Party, or any two Finance Committee members may put a measure to question before the Finance Committee by email with a reasonable deadline identified. That measure shall be deemed approved if a majority of all Finance Committee members including the alternate volunteer (and excluding any HRCA staff) vote in favor of the measure. Any member not responding by the deadline shall be recorded as an abstention. A record of the measure and the results of the vote will be recorded in the minutes of the next regular meeting.

X. Ethics and Conflicts. All Finance Committee members are bound by Resolution 17-01-03, establishing duties and responsibilities of Directors, Delegates, and Committee Members.

- a. Each Finance Committee member will discharge his or her duties in good faith, with the care an ordinarily prudent person in a like position would exercise under similar circumstances, and in a manner he or she believes to be in the best interest of HRCA. The Finance Committee will be an unbiased sounding board in addressing financial issues and make decisions based on facts.
- b. The Finance Committee recognizes that holding a position which represents the public interest is a public trust. To actively promote public confidence, the Finance Committee member must be aware of a possible conflict of interest arising in the course of duty.
 - i. For purposes of this Charter only, a conflict of interest is described as a situation where the person:
 - has a financial interest in the matter;
 - will be directly affected by the decision in the matter;
 - believes he has a conflict of interest as defined by an applicable law;
 - or will gain an advantage to relations, groups or associations to whom affiliated.

- ii. A committee member experiencing a potential conflict of interest shall declare that interest publicly and recuse himself/herself from the deliberations. Further, the committee member may not discuss the conflicted matter privately with other committee members voting on the issue.

XI. Reporting. The Administrator or a person designated by the Administrator will prepare written minutes promptly following each Finance Committee meeting, which shall be approved for publication at the following meeting. The Presiding Party will provide a monthly written or oral report of Finance Committee activity to the Board.

XII. Severability; Revisions to Charter. The Board of Directors may revise this Charter at its discretion at any time and shall provide notice to the Finance Committee of any revisions to the Charter’s terms. If any portion of this Charter is in conflict with the governing documents of the HRCA, or is deemed unenforceable by statute or regulation, that portion of this Charter shall become void and the HRCA governing document and/or the applicable statute or regulation will take precedence. The remainder of the Charter unaffected by this conflict shall remain in effect.

Approved: FINANCE COMMITTEE

Dan DeBacco, **Chairman**

Adopted: BOARD OF DIRECTORS

Jim Allen, **President**

Adopted this _____ day of _____, 2024.

RESOLUTION 24-01-02
OF
HIGHLANDS RANCH COMMUNITY ASSOCIATION, INC. REGARDING
CHARTER FOR THE ARCHITECTURAL COMMITTEE

SUBJECT: Adoption of a Charter for the Architectural Committee

PURPOSE: To provide a structure for the creation and operation of the Architectural Committee

AUTHORITY: The Declaration, Bylaws, and Articles of Incorporation of the Association and Colorado law

EFFECTIVE DATE: February 20, 2024

RESOLUTION: WHEREAS, the Community Declaration for Highlands Ranch Community Association, Inc. provides, in Article X, that “the approval of the Architectural Committee shall be required for any Improvement to Property on any Residential Site and, if so provided in the Supplemental Declaration covering any Commercial Site..., then for any Improvement to Property on any such Commercial Site.”

WHEREAS, the Highlands Ranch Community Association (“HRCA”) has historically functioned with three arms of the “Architectural Committee”: the Architectural Review Committee (“ARC”), which reviews architectural submissions for Residential Sites; the Design Review Committee (“DRC”), which reviews architectural submissions for Commercial Sites, and the staff review process (“Staff”), which reviews submissions not otherwise reviewed by the ARC or DRC to facilitate timely responses for community members.

WHEREAS, the Board of Directors desires to clarify the respective roles and responsibilities of the ARC, DRC, and Staff, to facilitate timely reviews, ensure aesthetic continuity and harmony, and fulfill the purposes of the Community Declaration.

NOW, THEREFORE, BE IT RESOLVED, the Board of Directors adopts the attached Charter for the Architectural Committee of the Board of Directors of Highlands Ranch Community Association, Inc.

PRESIDENT’S CERTIFICATION: The undersigned, being the President of Highlands Ranch Community Association, Inc., a Colorado nonprofit corporation,

certifies that the foregoing Resolution was adopted by the Board of Directors of the Association, at a duly called and held meeting of the Board of Directors on February 20, 2024, and in witness thereof, the undersigned has subscribed his/her name.

Highlands Ranch Community Association, Inc.,
a Colorado nonprofit corporation

By: _____
Its: President

HIGHLANDS RANCH COMMUNITY ASSOCIATION, INC.
ARCHITECTURAL COMMITTEE CHARTER

Adopted _____, 2024

WHEREAS, the Community Declaration for Highlands Ranch Community Association, Inc. provides, in Article X, that “the approval of the Architectural Committee shall be required for any Improvement to Property on any Residential Site and, if so provided in the Supplemental Declaration covering any Commercial Site..., then for any Improvement to Property on any such Commercial Site.”

WHEREAS, the Highlands Ranch Community Association (“HRCA”) has historically functioned with three arms of the “Architectural Committee”: the Architectural Review Committee (“ARC”), which reviews architectural submissions for Residential Sites; the Design Review Committee (“DRC”), which reviews architectural submissions for Commercial Sites, and the staff review process (“Staff”), which reviews submissions not otherwise reviewed by the ARC or DRC to facilitate timely responses for community members.

WHEREAS, the Board of Directors of HRCA appoints individuals to the ARC and DRC, and hires employees who select Staff members.

WHEREAS, the Board of Directors desires to clarify the respective roles and responsibilities of the ARC, DRC, and Staff, to facilitate timely reviews, ensure aesthetic continuity and harmony, and fulfill the purposes of the Community Declaration (the “Declaration”).

NOW THEREFORE, the Board of Directors hereby adopts the following Resolution and Architectural Committee Charter.

I. Provisions Applicable to Staff, ARC, and DRC.

- a. Definitions. Capitalized terms shall have the same meaning as set forth in the Declaration.
- b. Criteria for Approval. The Architectural Committee, including Staff, the ARC, and the DRC, shall approve any proposed Improvement to Property only if they deem in their reasonable discretion that the Improvement to Property in the location indicated will not be detrimental to the appearance of the surrounding areas of HRCA as a whole; that the appearance of the proposed Improvement to Property will be in harmony with the surrounding areas of HRCA; that the Improvement to Property will not detract from the beauty, wholesomeness and attractiveness of HRCA or the enjoyment thereof by Owners; and that the upkeep and maintenance of the proposed Improvement to Property will not become a burden on HRCA. The Architectural Committee may condition its approval of any proposed Improvement to Property upon the making of such changes therein as the Architectural Committee may deem appropriate.
- c. Fees. HRCA shall require the payment of a fee to accompany each request for approval of any proposed improvement to property. The amount of such fee shall be uniform for similar types of proposed improvements or the fee will be determined in a reasonable manner, such as based upon the estimated cost for the improvement to property.
- d. Timing. Any Owner’s failure to complete the proposed Improvement to Property within one (1) year after the date of approval shall be in noncompliance with the requirements for approval of improvements to property, subject to enforcement by HRCA.
- e. Miscellaneous. The Architectural Committee shall treat all applications for Improvements to Property fairly and impartially, without bias or prejudice, and in the best

interest of the Association, seek and rely upon professional guidance as appropriate, and hold open meetings, as required by state law.

- f. No Waiver. No action or failure to act by the Architectural Committee or by the Board of Directors, and no variance granted by the Architectural Committee, shall constitute a waiver or estoppel with respect to future action by the Architectural Committee or the Board of Directors with respect to any Improvement to Property. Specifically, the approval by the Architectural Committee of any Improvement to Property shall not be deemed a waiver of any right or an estoppel to withhold approval or consent for any similar Improvement to Property or any similar proposals, plans, specifications or other materials submitted with respect to any other Improvement to Property.
- g. Nonliability. There shall be no liability imposed on the Architectural Committee, any member of the Committee, any Committee Representative, the Community Association any member of the Board of Directors or Declarant for any loss, damage or injury arising out of or in any way connected with. the performance of the duties of the Architectural Committee unless due to the willful misconduct or bad faith of the party to be held liable. In reviewing any matter, the Architectural Committee shall not be responsible for reviewing, nor shall its approval of an Improvement: to Property be deemed approval of the Improvement to Property from the standpoint of safety, whether structural or otherwise, or conformance with building codes or other governmental laws or regulations.
- h. Liaison. The Board shall, at its discretion, appoint a Board liaison to the ARC, DRC, or Staff.

II. Staff Charter. The role of Staff in the HRCA Architectural Committee is to provide a speedy resolution of architectural submissions for owners within HRCA. In addition, Staff is responsible for maintaining all corporate records relating to architectural submissions as required by Colorado law.

- a. Definitions
 - i. Administrator. The Administrator facilitates the conduct of Staff review of architectural submissions and shall be a Staff member.
- b. Membership. Staff shall comprise such individuals as are designated by the HRCA Community Improvement Services Manager from time to time.
- c. Duties and Responsibilities. Staff shall:
 - i. Issue guidelines or rules relating to the procedures, materials to be submitted and additional factors which will be taken into consideration in connection with the approval of any proposed Improvements to Property and related procedures and other matters for the enforcement of the Community Declaration. Such guidelines or rules may waive the requirement for approval of certain Improvements to Property or exempt certain requirement for approvals, if such approval is not reasonably required to carry out the purpose of the Community Declaration. Such guidelines may elaborate or expand upon the provisions related to the procedures and criteria for approval and enforcement, but no such guidelines will be inconsistent with the provisos or requirements of the Community Declaration, Bylaws of the Community Association or the Highlands Ranch Community District Development Guide or Douglas County Zoning Regulations or Colorado State Law, as applicable.
 - ii. Inspect Improvements to Property for completion and compliance with the approved submission.
 - iii. Furnish a certificate with respect to the approval or disapproval of any Improvement to Property or with respect to whether any Improvement to

Property was made in compliance herewith. Any person, without actual notice to the contrary, shall be entitled to rely on said certificate with respect to all matters set forth therein.

- III. ARC Charter.** The role of the ARC in the HRCA Architectural Committee is to review applications for proposed improvements to Residential Sites that are of a nature that has not been previously addressed by the ARC or Staff or regularly addressed by Staff, or that require consideration of a variance.
- a. Definitions.
 - i. **Presiding Party.** The Presiding Party is the individual selected to present monthly updates regarding ARC activities to the Board of Directors at the monthly Board meeting or work sessions prior thereto. The Presiding Party must meet the same qualifications as are required by the HRCA Bylaws for election or appointment to the Board of Directors.
 - ii. **Administrator.** The Administrator facilitates the conduct of ARC meetings and shall be a Staff member. The Administrator does not vote on ARC submissions.
 - b. Membership.
 - i. The ARC will comprise five to nine HRCA members in good standing who have relevant expertise.
 - ii. The Board of Directors appoints and may remove ARC members in its discretion.
 - c. Term.
 - i. ARC members serve for two (2) year terms unless otherwise specified; provided, however, that ARC members may resign at any time.
 - ii. The Presiding Party and Administrator shall be appointed by the Board annually at a duly noticed Board meeting, or if not appointed by the Board, may be appointed by the General Manager.
 - d. Powers, Duties and Responsibilities. The ARC shall:
 - i. Conduct meetings each month in accordance with a schedule approved by the Board of Directors annually to review submittals for Improvements to Properties on Residential Sites. Meetings may be conducted electronically, and cancelled or rescheduled with two days' notice by the HRCA General Manager.
 - ii. Receive, by submittal and/or appointment, information, data and comments from residents of HRCA and/or other relevant parties, make the committee's recommendation and include resident's comments for consideration of submitted Improvements to Property.
 - iii. Review all submittals and conclude its business no later than 11:00 p.m., unless otherwise agreed to by the Administrator.
 - iv. Render decisions within thirty (30) days after receipt by the ARC of all materials required, unless such time is extended by mutual agreement.
 - e. Variations. The ARC may authorize variances from compliance with any of the provisions of the Community Declaration or any Supplemental Declaration, including restrictions upon height, size, floor area or placement of structures or similar restrictions, when circumstances such as topography, natural obstructions, hardship, aesthetic or environmental considerations may require. Variances must be evidenced in writing and will only take effect when approved by a majority of the ARC.
 - f. Reporting. An ARC designee, or a member of Staff, will prepare written minutes promptly following each meeting, which shall be approved for publication at the following meeting. The Presiding Party will provide a monthly written or oral report of ARC activity to the Board.

- IV. DRC Charter.** The role of the DRC in the HRCA Architectural Committee is to review architectural submissions for commercial sites within the community. As such, DRC members will typically have specialized experience in architecture, planning and zoning, engineering, and other real estate professions.
- a. Definitions.
 - i. **Presiding Party.** The Presiding Party is the individual selected to present monthly updates regarding DRC activities to the Board of Directors at the monthly Board meeting or work sessions prior thereto. The Presiding Party must meet the same qualifications as are required by the HRCA Bylaws for election or appointment to the Board of Directors.
 - ii. **Administrator.** The Administrator facilitates the conduct of DRC meetings and shall be a Staff member. The Administrator does not vote on DRC submissions.
 - b. Membership.
 - i. The DRC will comprise five to nine HRCA members in good standing who have relevant expertise.
 - ii. The Board of Directors appoints and may remove DRC members in its discretion.
 - c. Term.
 - i. DRC members serve for two (2) year terms unless otherwise specified; provided, however, that DRC members may resign at any time.
 - ii. The Presiding Party and Administrator shall be appointed by the Board annually at a duly noticed Board meeting, or if not appointed by the Board, may be appointed by the General Manager.
 - d. Powers, Duties and Responsibilities. The DRC shall:
 - i. Conduct monthly meetings on the second Wednesday of each month to review submittals for Improvements to Properties on Commercial Sites.
 - ii. Receive, by submittal and/or appointment, information, data and comments from residents of HRCA and/or other relevant parties, make the committee's recommendation and include resident's comments for consideration of submitted Improvements to Property.
 - iii. Review all submittals and conclude its business no later than 11:00 p.m., unless otherwise agreed to by the Administrator.
 - iv. Render decisions within thirty (30) days after receipt by the DRC of all materials required, unless such time is extended by mutual agreement.
 - e. Variations. The DRC may authorize variances from compliance with any of the provisions of the Community Declaration or any Supplemental Declaration, including restrictions upon height, size, floor area or placement of structures or similar restrictions, when circumstances such as topography, natural obstructions, hardship, aesthetic or environmental considerations may require.
 - f. Reporting. A DRC designee, or a member of Staff, will prepare written minutes promptly following each meeting, which shall be approved for publication at the following meeting. The Presiding Party will provide a monthly written or oral report of DRC activity to the Board.
- V. Provisions Applicable to ARC and DRC.**
- a. Vacancies. Any vacancy on the ARC or DRC will be advertised in the HRCA communications (Newsletter, website, etc.). Highlands Ranch homeowners wishing to serve on the ARC or DRC may submit a letter of intent, resume, Committee Application

Form and Disclosure Statement under the Conflict of Interest Policy to the HRCA Administrative office. The current Members of the Committee will review the application and make recommendations to the Board of Directors. The Board shall act on such recommendations promptly. The position of any ARC or DRC member who misses four or more meetings without excuse shall be deemed vacant without further action by the Board.

- b. Quorum. Quorum for any meeting of the ARC or DRC shall be a majority of the voting members of the ARC or DRC present in person or by proxy.
- c. Conduct of Meetings.
 - i. Members will display common courtesy and respect for one another, HRCA employees, and community members.
 - ii. Meetings shall be held in the HRCA's administrative offices or such other location as is designated in the notice provided to committee members.
 - iii. Regular and special meetings may be conducted electronically as permitted by the Colorado Revised Nonprofit Corporation Act.
 - iv. All meetings of the ARC and DRC, including study sessions and workshops, are open to members or their designated representatives, except as permitted by C.R.S. 38-33.3-308(4).
 - v. Each voting member of the ARC and DRC shall have one vote; any Staff members are non-voting members. A majority vote of the members present is required for a motion to be adopted.
- d. Ethics and Conflicts. All ARC and DRC members are bound by Resolution 17-01-03, establishing duties and responsibilities of Directors, Delegates, and Committee Members.
 - i. Each ARC and DRC member will discharge his or her duties in good faith, with the care an ordinarily prudent person in a like position would exercise under similar circumstances, and in a manner he or she believes to be in the best interest of HRCA.
 - ii. The ARC and DRC members recognize that holding a position which represents the public interest is a public trust. To actively promote public confidence, the ARC and DRC members must be aware of a possible conflict of interest arising in the course of duty.
 - 1. For purposes of this Charter only, a conflict of interest is described as a situation where the person:
 - has an ownership interest in the matter;
 - will be directly affected by the decision in the matter;
 - believes he has a conflict of interest as defined by an applicable law;
 - or will gain an advantage to relations, groups or associations to whom affiliated.
 - 2. A committee member experiencing a potential conflict of interest shall declare that interest publicly and recuse himself/herself from the deliberations. Further, the committee member may not discuss the conflicted matter privately with other committee members voting on the issue.

VI. Tribunal. If the Architectural Committee denies, imposes conditions on, or refuses approval of a proposed Improvement to Property, the Applicant may appeal to the Board of Directors by giving written notice of such appeal to the Community Association and the Architectural Committee within twenty (20) days after such denial or refusal. The Board of Directors or a

Tribunal appointed pursuant to the Bylaws shall hear the appeal in accordance with the provisions of the Bylaws for Notice and Hearing, and the Board shall decide whether or not the proposed Improvement to Property or the conditions imposed by the Architectural Committee shall be approved, disapproved or modified.

- a. Role of Tribunal. In the context of Architectural Committee decisions, the Tribunal shall act on behalf of the Board of Directors in hearing appeals submitted by applicants. The Tribunal shall exercise its independent judgment to determine whether Staff, the ARC, or the DRC abused the discretion afforded to it as specified in Paragraph I.b., above.
- b. Standard of Review. The Tribunal shall review decisions for an abuse of discretion. The Tribunal's review of architectural appeals is not *de novo*.

VII. Revisions to Charter. The Board of Directors may revise this Charter at its discretion at any time and shall provide notice to the Architectural Committee of any revisions to the Charter's terms.

Adopted _____, 2024.

President

Attest:

Secretary

RESOLUTION 24-01-03
OF
HIGHLANDS RANCH COMMUNITY ASSOCIATION, INC. REGARDING
RESOLUTION 17-01-03 AND SPECIFIC DUTIES OF BOARD MEMBERS

SUBJECT: Amendment to Resolution 17-01-03 adding a specific duty of Board members.

PURPOSE: To align the duties of Resolution 17-01-03 with the obligations set forth in the Architectural Committee Charter and the Finance Committee Charter

AUTHORITY: The Declaration, Bylaws, and Articles of Incorporation of the Association and Colorado law

EFFECTIVE DATE: February 20, 2024

RESOLUTION: WHEREAS, the Board of Directors has adopted certain Charters for the Architectural Committee and the Finance Committee, which Charters mandate the service of a Board member as a Committee liaison.

NOW, THEREFORE, BE IT RESOLVED, the Board of Directors adopts the following amendment to Resolution 17-01-03:

1. The following subparagraph c. is added to subparagraph 2. under the **SPECIFIC DUTIES OF BOARD MEMBERS, DELEGATES AND COMMITTEE MEMBERS** section of Resolution 17-01-03:

c. A Director shall serve as a liaison to the Finance Committee or the Architectural Committee, and attend their meetings if appointed by the Board of Directors. Noted representation shall be on a quarterly basis unless frequency differences are changed with a Board of Directors majority vote.

PRESIDENT'S CERTIFICATION: The undersigned, being the President of Highlands Ranch Community Association, Inc., a Colorado nonprofit corporation, certifies that the foregoing Resolution was adopted by the Board of Directors of the Association, at a duly called and held meeting of the Board of Directors on February 20, 2024, and in witness thereof, the undersigned has subscribed his/her name.

Highlands Ranch Community Association, Inc.,
a Colorado nonprofit corporation

By: _____

Its: President



Board of Directors 501(c)3 Special Quarterly Meeting

January 16, 2024
Southridge Rec Center

Business Agenda Items

- I. Call to Order
- II. Roll Call/Establishment of Quorum
- III. Proof of Notice of Meeting
- IV. Consent Agenda:
 - Approval of the Board of Directors 501(c)3 Special Quarterly Meeting Minutes from October 17, 2023
 - Approval of the 2023 4th Quarter Financial Statements for HRCAA, HRCSF, HRBCEF
- V. Additional Business
 - Approval of the number of HRCSF awards from twenty to twenty-five
 - Approval of the 2024 Budget for HRCAA, HRCSF, HRBCEF
- VI. Adjournment

The Board of Directors Meeting follows immediately upon adjournment of the Delegate Meeting.

The Next Delegate and Board meeting will be held on Tuesday, February 20, 2024.

Disclaimer – This packet is provided for informational purposes only and is subject to change. Other matters may be considered as deemed appropriate. Some documents or information may have been unavailable at the time this agenda was prepared. For additional information, contact: theresa.hill@hrcaonline.org. The Board Working Session, Delegate Meeting, Board of Directors Meeting, and all other HRCA Committee Meetings are open to our members.



501(c)3 Board of Directors Special Quarterly Meeting

October 17, 2023
Southridge Rec Center

Agenda item: Call to Order **Presenter:** Jim Allen

Conclusions:

The meeting was called to order at 8:38 p.m.

Agenda item: Roll Call/Establishment of Quorum **Presenter:** Kurt Huffman

Conclusions:

A quorum was established. Directors Jim Allen, Monica Wasden, Melissa Park, Dan DeBacco, and Kurt Huffman were present.

Agenda item: Proof of Notice of Meeting **Presenter:** Kurt Huffman

Conclusions:

Kurt Huffman confirmed the Proof of Notice of Meeting.

Agenda item: Consent Agenda **Presenter:** Brice Kahler

Consent Agenda:

- Approval of the Board of Directors 501c3 Special Quarterly Minutes from July 18, 2023.
- Approval of the 2023 3rd Quarter Financial Statements for HRCAA, HRCSEF, and HRBCEF.

Conclusions:

A motion was made by Dan DeBacco and seconded by Melissa Park to accept the Consent Agenda. Motion carried.

Agenda item: Adjournment **Presenter:** Jim Allen

Conclusions:

The 501(c)3 Board of Directors Special Quarterly Meeting was adjourned at 8:40 p.m.

Respectfully submitted,

Kurt Huffman, Secretary

Celebrating 20 Years!



HIGHLANDS RANCH
Cultural Affairs Association

2024 Budget

Department: HRCAA
Fund: HRCAA
Actuals as of: 11/30/2023

Account	Program	FY 2023 Forecast	1/31/2024	2/29/2024	3/31/2024	4/30/2024	5/31/2024	6/30/2024	7/31/2024	8/31/2024	9/30/2024	10/31/2024	11/30/2024	12/31/2024	FY 2024 Budget	LTM 2023	2024 Budget Variance			
			Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	LTM \$	LTM %	FY 2023 Forecast \$
Income																				
4110 - Grant Revenue	Art Encounters	583										11,400			11,400	583	10,818	1857.1%	10,818	1857.1%
4110 - Grant Revenue	HRCAA Grants	160,577										147,900			147,900	160,577				
4120 - Sponsorship Revenue	General	21,083	3,542	3,542	3,542	3,542	3,542	3,542	3,542	3,542	3,542	3,542	3,542	3,542	42,500	18,083	24,417	135.0%	21,417	101.6%
4120 - Sponsorship Revenue	Summer Sunset Concert	-													-	-	-	0.0%	-	0.0%
4140 - Donation & Fundraising Revenue	Classic Car Show	65						70							70	65	5	7.7%	5	7.7%
4140 - Donation & Fundraising Revenue	Classical Music Series	-													-	-	-	0.0%	-	0.0%
4140 - Donation & Fundraising Revenue	Dueling Pianos	118													-	118	(118)	-100.0%	(118)	-100.0%
4140 - Donation & Fundraising Revenue	General	1,035	292	292	292	292	292	292	292	292	292	292	292	292	3,500	1,969	1,531	77.7%	2,465	238.3%
4140 - Donation & Fundraising Revenue	Golf Tournament	904									1,000				1,000	904	96	10.6%	96	10.6%
4140 - Donation & Fundraising Revenue	Highlands Ranch Days	-													-	-	-	0.0%	-	0.0%
4140 - Donation & Fundraising Revenue	Oktoberfest	7,861									2,500				2,500	7,861	(5,361)	-68.2%	(5,361)	-68.2%
4140 - Donation & Fundraising Revenue	Showtime at Southridge : Comedy Night	363										350			350	363	(13)	-3.5%	(13)	-3.5%
4270 - Postcard, Calendar & Notecard Sales	General	-													-	-	-	0.0%	-	0.0%
4410 - HRCAA Events Revenue	Chamber Music Series	8,021			1,400		1,500								2,900	5,121	(2,221)	-43.4%	(5,121)	-63.8%
4410 - HRCAA Events Revenue	Chinese New Year	2,550		2,750											2,750	2,550	200	7.8%	200	7.8%
4410 - HRCAA Events Revenue	Classic Car Show	5,176				1,000	4,200								5,200	5,176	24	0.5%	24	0.5%
4410 - HRCAA Events Revenue	Classical Music Series	3,200									2,800	2,800	2,900		8,500	8,750	(250)	-2.9%	5,300	165.6%
4410 - HRCAA Events Revenue	Classics and Cocktails	-													-	-	-	0.0%	-	0.0%
4410 - HRCAA Events Revenue	Curtain Call at the Mansion	9,510			6,000										6,000	9,510	(3,510)	-36.9%	(3,510)	-36.9%
4410 - HRCAA Events Revenue	Dueling Pianos	13,418			6,200						6,200				12,400	13,418	(1,018)	-7.6%	(1,018)	-7.6%
4410 - HRCAA Events Revenue	Encore Chorale	11,805		2,500	2,500	5,000			2,500	7,500					20,000	11,805	8,195	69.4%	8,195	69.4%
4410 - HRCAA Events Revenue	Fishing on the Fly	-													-	-	-	0.0%	-	0.0%
4410 - HRCAA Events Revenue	General	-													-	200	(200)	-100.0%	-	0.0%
4410 - HRCAA Events Revenue	Highlands Ranch Days	8,062									8,000	1,000			9,000	8,062	938	11.6%	938	11.6%
4410 - HRCAA Events Revenue	Hooked on Fishing	600				720									720	600	120	20.0%	120	20.0%
4410 - HRCAA Events Revenue	Jazz at the Mansion	-								5,300					5,300	-	5,300	0.0%	5,300	0.0%
4410 - HRCAA Events Revenue	Misc. Concerts/Events	-													-	-	-	0.0%	-	0.0%
4410 - HRCAA Events Revenue	Miscellaneous Mansion Events	-													-	-	-	0.0%	-	0.0%
4410 - HRCAA Events Revenue	Miscellaneous Pop Up Events	2,275	200	200	200	200	200	200	200	200	200	200	200	200	2,400	2,275	125	5.5%	125	5.5%
4410 - HRCAA Events Revenue	Oaked & Smoked	-													-	-	-	0.0%	-	0.0%
4410 - HRCAA Events Revenue	Oktoberfest	46,225									48,500				48,500	46,225	2,275	4.9%	2,275	4.9%
4410 - HRCAA Events Revenue	Rose in the Ranch	-													-	-	-	0.0%	-	0.0%
4410 - HRCAA Events Revenue	Showtime at Southridge : Comedy Night	10,374		6,000								6,000			12,000	10,374	1,626	15.7%	1,626	15.7%
4410 - HRCAA Events Revenue	Showtime at Southridge : Magic Show	2,840		2,800											2,800	2,840	(40)	-1.4%	(40)	-1.4%
4410 - HRCAA Events Revenue	Showtime at Southridge : Nutcracker	4,940									1,000	2,500	1,000		4,500	9,410	(4,910)	-52.2%	(440)	-8.9%
4410 - HRCAA Events Revenue	Summer Concert Series	-													-	-	-	0.0%	-	0.0%
4410 - HRCAA Events Revenue	Summer Sunset Concert	1,977													-	1,977	(1,977)	-100.0%	(1,977)	-100.0%
4410 - HRCAA Events Revenue	Summer Symphony Series	2,848				1,200	1,200								2,400	2,848	(448)	-15.7%	(448)	-15.7%
4410 - HRCAA Events Revenue	Winter Cultural Series	9,790		4,000	4,000										8,000	9,790	(1,790)	-18.3%	(1,790)	-18.3%
4410 - HRCAA Events Revenue	Veterans Concert	-											3,800		3,800	-	3,800	0.0%	3,800	0.0%
4410 - HRCAA Events Revenue	Zikr Dance	-			1,000										1,000	-	1,000	0.0%	1,000	0.0%
4555 - Investment Interest/Divdnd Rev	General	35	3	3	3	3	3	3	3	3	3	3	3	3	36	37				
Total - Income		336,235	4,036	22,086	17,536	16,636	6,956	11,006	4,036	11,836	75,336	182,186	11,736	4,036	367,426	341,492	38,612	11.3%	43,867	13.0%



HIGHLANDS RANCH

Community Scholarship Fund

2024 Budget

Department: HRCSF
Fund: HRCSF
Actuals as of: 11/30/2023

Account	Program	FY 2023 Forecast	1/31/2024	2/29/2024	3/31/2024	4/30/2024	5/31/2024	6/30/2024	7/31/2024	8/31/2024	9/30/2024	10/31/2024	11/30/2024	12/31/2024	FY 2024 Budget	LTM 2023	2024 Budget Variance			
			Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	LTM \$	LTM %	FY 2023 Forecast \$	FY 2023 Forecast %
Income																				
4110 - Grant Revenue	Therapeutic Recreation	684	-	-	-	-	-	-	-	-	-	-	500	-	500	684	(184)	-26.9%	(184)	-26.9%
4120 - Sponsorship Revenue	General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	-	0.0%
4120 - Sponsorship Revenue	Golf Tournament	(0)	-	-	-	-	-	(0)	-	-	-	-	-	-	(0)	(0)	-	0.0%	-	0.0%
4120 - Sponsorship Revenue	HRCSF Scholarship Program	3,000	-	-	3,000	-	-	-	-	-	-	-	-	-	3,000	5,600	(2,600)	-46.4%	-	0.0%
4140 - Donation & Fundraising Revenue	Beer Festival	50,000	-	-	-	-	-	50,000	-	-	-	-	-	-	50,000	50,000	-	0.0%	-	0.0%
4140 - Donation & Fundraising Revenue	General	680	-	-	-	-	700	-	-	-	-	-	-	-	700	680	21	3.0%	21	3.0%
4140 - Donation & Fundraising Revenue	HRCSF Scholarship Program	904	-	-	-	-	-	-	-	-	900	-	-	-	900	(3,096)	3,996	-129.1%	(4)	-0.5%
4140 - Donation & Fundraising Revenue	Recycling Events	1,500	-	-	1,500	-	-	-	-	-	-	-	-	-	1,500	1,500	-	0.0%	-	0.0%
4140 - Donation & Fundraising Revenue	Therapeutic Recreation	19,076	-	15,300	500	2,200	500	-	-	-	-	-	-	600	19,100	19,076	24	0.1%	24	0.1%
4555 - Investment Interest/Divdnd Rev	General	22	2	2	2	2	2	2	2	2	2	2	2	2	24	23	1	4.4%	2	8.2%
Total - Income		75,865	2	15,302	5,002	2,202	1,202	50,002	2	2	902	2	502	602	75,724	74,466	1,258	1.7%	(141)	-0.2%
Expense																				
5155 - HRCSF Events Exp	General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	-	0.0%
5155 - HRCSF Events Exp	HRCSF Scholarship Program	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	-	0.0%
5155 - HRCSF Events Exp	Therapeutic Recreation	11,132	-	-	-	11,100	-	-	-	-	-	-	-	-	11,100	11,132	32	0.3%	32	0.3%
5162 - TR HRCSF Event Expense	General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	-	0.0%
5120 - Program Supplies & Expenses	Therapeutic Recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	-	0.0%
5165 - Scholarship Award Expense	HRCSF Scholarship Program	50,000	-	-	-	-	-	-	57,500	-	2,500	-	-	-	60,000	50,000	(10,000)	-20.0%	(10,000)	-20.0%
5305 - Therapeutic Recreation Scholarship Expense	Therapeutic Recreation	40,008	-	-	-	-	-	11,000	-	-	-	-	-	-	11,000	40,008	29,008	72.5%	29,008	72.5%
5200 - Volunteer and Committee Expense	General	20	-	-	-	-	-	-	-	-	-	-	-	20	20	20	-	0.0%	-	0.0%
5555 - Reimburse HRCA expenses	General	1,902	93	140	233	171	202	140	202	186	140	124	93	181	1,902	2,077	176	8.4%	-	0.0%
5710 - Audit & Accounting Services	General	1,500	-	-	-	-	-	-	-	-	-	-	-	1,500	1,500	-	(1,500)	0.0%	-	0.0%
5730 - Bank, Credit Card & ACH Expense	General	30	-	-	15	15	-	-	-	-	-	-	-	-	30	30	-	0.0%	-	0.0%
5770 - Office Supply Expense	General	15	-	-	-	-	-	-	-	-	15	-	-	-	15	15	-	0.0%	-	0.0%
5800 - Liability Insurance Expense	General	1,054	92	92	86	86	86	86	86	86	89	89	89	86	1,054	1,059	5	0.5%	-	0.0%
Total - Expense		105,660	185	231	334	11,372	288	11,226	57,788	272	2,743	213	182	1,787	86,620	104,341	17,720	17.0%	19,040	18.0%
Net Income		(29,795)	(183)	15,071	4,668	(9,170)	914	38,776	(57,786)	(270)	(1,841)	(211)	320	(1,185)	(10,896)	(29,875)	18,978	-63.5%	18,899	-63.4%

Notes:
Assumes five additional \$2,000 scholarships are granted.
As of 11/30/23, HRCSF has \$124,761 of cash in Scholarship accounts and \$2,180 in TR accounts



2024 Budget

Department: HRBCEF & HRBWAF
Fund: HRBCEF & HRBWAF
Actuals as of: 11/30/2023

Account	Program	FY 2023 Forecast	1/31/2024	2/29/2024	3/31/2024	4/30/2024	5/31/2024	6/30/2024	7/31/2024	8/31/2024	9/30/2024	10/31/2024	11/30/2024	12/31/2024	FY 2024 Budget	LTM 2023
			Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	
Income																
4120 - Sponsorship Revenue	General	-	1,500	2,000		2,000	1,500	4,000		1,500	1,500	1,000	1,000	5,000	21,000	2,000
4120 - Sponsorship Revenue	Golf Tournament	(0)													-	(0)
4140 - Donation & Fundraising Revenue	HRBCEF	5,350			20,000				40,000				16,000		76,000	5,350
4140 - Donation & Fundraising Revenue	General	119,945	1,000	2,000	45,000	2,000	1,500	4,000	4,000	1,500	1,500	6,000	6,500	15,000	90,000	120,007
4140 - Donation & Fundraising Revenue	Golf Tournament										1,000				1,000	904
4420 - HRBCEF Events Revenue	Back the Backcountry	-										5,000	15,000		20,000	-
4420 - HRBCEF Events Revenue	General	26,156	100	100	300	500	1,000	700	300		1,000	2,000			6,000	26,156
4420 - HRBCEF Events Revenue	Haunted Forest	3,852										20,000			20,000	3,852
4555 - Investment Interest/Divdnd Rev	General	15													-	16
4110 - Grant Revenue	General	1,000												10,000	10,000	1,000
Total - Income		156,318	2,600	4,100	65,300	4,500	4,000	8,700	44,300	3,000	5,000	34,000	38,500	30,000	244,000	159,285
Expense																
5160 - HRBCEF Events Exp	Back the Backcountry	-							2,000	2,000	2,000				6,000	-
5160 - HRBCEF Events Exp	HRBCEF	981	4,000			3,000			1,000	1,000	2,000				11,000	981
5160 - HRBCEF Events Exp	General	4,775													-	4,905
5160 - HRBCEF Events Exp	Haunted Forest	778									1,000	2,000	1,000		4,000	778
5120 - Program Supplies & Expenses	HRBCEF	65													-	65
5120 - Program Supplies & Expenses	General	136			1,000			4,000			4,000			1,000	10,000	136
5120 - Program Supplies & Expenses	Haunted Forest	642													-	642
5120 - Program Supplies & Expenses	none	1,087													-	1,087
5275 - Pro Shop Supply Expense	General	687													-	(281)
5212 - Donation & Membership Expenses	General	11,868			5,000			5,000			5,000				15,000	11,868
5535 - Miscellaneous Expense	General	117													-	117
5615 - Advertising Expense	HRBCEF	-			250			250			250			250	1,000	-
5615 - Advertising Expense	General	114	150			150			150			50			500	130
5555 - Reimburse HRCA expenses	General	106,910	15,833	15,833	15,833	15,833	15,833	15,833	15,833	15,833	15,833	15,833	15,833	15,837	190,000	103,710
5710 - Audit & Accounting Services	General	1,500	400			400			400			300			1,500	-
5730 - Bank, Credit Card & ACH Expense	General	1,227	100			100			100			100			400	1,027
5770 - Office Supply Expense	General	800	250			250			250			250			1,000	273
5775 - Postage Expense	General	27			25			25			25			25	100	81
5800 - Liability Insurance Expense	General	4,459	390	390	390	390	390	390	390	390	390	390	390	4,680	4,458	
6020 - Grants and Donations	General	17,010											17,000		17,000	10
5200 - Volunteer and Committee Expense	HRBCEF	24													-	24
5955 - Equipment Expense	General		20,000												20,000	-
Total - Expense		153,207	41,123	16,223	22,498	20,123	16,223	25,498	18,123	19,223	30,498	20,923	17,223	34,502	282,180	130,013
Net Income		3,111	(38,523)	(12,123)	42,802	(15,623)	(12,223)	(16,798)	26,177	(16,223)	(25,498)	13,077	21,277	(4,502)	(38,180)	29,272

2024 Budget Variance				
LTM 2023	LTM		FY 2023 Forecast	
	\$	%	\$	%
2,000	19,000	950.0%	21,000	0.0%
(0)	0	-100.0%	0	-100.0%
5,350	70,650	1320.6%	70,650	1320.6%
120,007	(30,007)	-25.0%	(29,945)	-25.0%
904	96	10.6%	1,000	0.0%
-	20,000	0.0%	20,000	0.0%
26,156	(20,156)	-77.1%	(20,156)	-77.1%
3,852	16,148	419.2%	16,148	419.2%
16	(16)	-100.0%	(15)	-100.0%
1,000	-	0.0%	9,000	900.0%
159,285	75,715	47.5%	87,682	56.1%
-	(6,000)	0.0%	(6,000)	0.0%
981	(10,019)	-1020.9%	(10,019)	-1020.9%
4,905	4,905	100.0%	4,775	100.0%
778	(3,222)	-414.3%	(3,222)	-414.3%
65				
136	(9,864)	-7244.8%	(9,864)	-7244.8%
642				
1,087				
(281)	(281)	100.0%	687	100.0%
11,868	(3,132)	-26.4%	(3,132)	-26.4%
117				
-	(1,000)	0.0%	(1,000)	0.0%
130	(370)	-284.1%	(386)	-337.8%
103,710	(86,290)	-83.2%	(83,090)	-77.7%
-	(1,500)	0.0%	-	0.0%
1,027	627	61.1%	827	67.4%
273	(727)	-266.0%	(200)	-25.0%
81	(19)	-22.8%	(73)	-273.3%
4,458	(222)	-5.0%	(221)	-5.0%
10	(16,990)	-167718.4%	10	0.1%
24	-	0.0%	24	100.0%
-	-	0.0%	(20,000)	0.0%
-				
130,013	(134,102)	-103.1%	(130,884)	-85.4%
29,272	(58,387)	-199.5%	(43,202)	-1388.6%

Notes:

This budget represents combined HRBCEF and HRBWAF budgets. HRBCEF specific accounts are listed under the program. These are only for Raffles.

5955 - Equipment expense is \$5K for trail cameras (wireless with cell service) and \$15K for new radios.

As of 11/30/23, HRBCEF and HRBWAF have \$287,057 of cash