



HIGHLANDS RANCH

COMMUNITY ASSOCIATION

Highlands Ranch Community Association

Financial Statements

As of April 30, 2022

HRCA Financial Statements

April 30, 2022

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Highlands Ranch Community Association

Financial Statements

Year to Date By Fund

Highlands Ranch Community Association, Inc.
Statement of Revenues and Expenses for All Funds
For the Year-to-Date Ending April 30, 2022

Financial Row	ADMINISTRATIVE			RECREATION		BACKCOUNTRY		DEBT SERVICE	ELIMINATIONS	TOTAL
	OPERATING	RESERVE	OSCA	OPERATING	RESERVE	OPERATING	RESERVE	& PLANT		
Revenues										
Homeowner assessments and fees	\$ 1,044,608	\$ -	\$ -	\$ 5,608,082	\$ -	\$ -	\$ -	\$ -		6,652,690
Community improvement services	46,900	-	-	-	-	-	-	-		46,900
Legal Revenue	19,017	-	-	-	-	-	-	-		19,017
Recreation programs	-	-	-	1,776,455	-	72,604	-	-		1,849,059
Facility operations	-	-	-	304,184	-	5,418	-	-	1,400	311,002
Community events	48,945	-	-	-	-	-	-	-		48,945
Advertising	-	-	-	-	-	-	-	-		-
Management Fee Revenue	126,891	-	-	52,561	-	-	-	-	(179,452)	-
Interest and other Revenue	36,859	1,711	(37,587)	151,197	2,087	22,179	(7,705)	1,674		170,415
Total revenues	<u>1,323,220</u>	<u>1,711</u>	<u>(37,587)</u>	<u>7,892,479</u>	<u>2,087</u>	<u>100,201</u>	<u>(7,705)</u>	<u>1,674</u>	<u>(178,052)</u>	<u>9,098,028</u>
Expenses										
Salaries and employee benefits	687,637	-	-	3,937,472	-	333,366	-	-		4,958,475
Facility operations	5,754	-	-	354,448	25,327	16,368	-	-		401,897
Depreciation Expense	-	19,711	-	-	-	-	42,096	868,863		930,670
Professional services	156,521	-	-	92,721	-	450	-	-		249,692
Advertising	5,719	-	-	29,335	-	-	-	-		35,054
Office expenses	59,384	32,424	-	192,694	-	1,695	1,327	-		287,524
Insurance	17,190	-	-	145,272	-	13,360	-	-		175,822
Interest	-	-	-	-	556	-	-	385,972		386,528
Information Technology Expenses	97,630	-	-	311,476	-	-	-	-		409,106
Occupancy	1,201	-	-	383,644	-	-	-	-	1,400	386,245
Program	-	-	-	293,304	-	60,247	-	-		353,551
Community events	33,386	-	-	-	-	-	-	-		33,386
Conferences, meetings and travel	9,926	-	-	3,203	-	4,225	-	-		17,354
Licenses and permits	-	-	-	12,885	-	-	-	-		12,885
Dues, subscriptions and memberships	7,290	-	-	8,718	-	-	-	-		16,008
Management Fee Expense	52,561	-	-	126,891	-	-	-	-	(179,452)	-
Other operating expenses	-	-	607	1,705	-	-	-	-		2,312
Total expenses	<u>1,134,199</u>	<u>52,135</u>	<u>607</u>	<u>5,893,768</u>	<u>25,883</u>	<u>429,711</u>	<u>43,423</u>	<u>1,254,835</u>	<u>(178,052)</u>	<u>8,656,509</u>
(Gains) / Losses	-	51,455	-	-	-	-	(42)	3,503		54,916
Excess (deficiency) of revenues over expenses	<u>189,021</u>	<u>(101,879)</u>	<u>(38,194)</u>	<u>1,998,711</u>	<u>(23,796)</u>	<u>(329,510)</u>	<u>(51,086)</u>	<u>(1,256,664)</u>	<u>-</u>	<u>386,603</u>
Transfers to Bond Fund	-	-	-	(1,463,094)	-	-	-	1,463,094		-
Transfers to Backcountry Fund	-	-	-	(150,000)	-	150,000	-	-		-
Transfers for Capital Equipment	-	-	(27,104)	-	-	-	27,104	-		-
Transfers for Reserves	(81,164)	81,164	(583)	(1,689,961)	1,315,010	(1,670)	2,253	374,952		1
Total transfers	<u>(81,164)</u>	<u>81,164</u>	<u>(27,687)</u>	<u>(3,303,055)</u>	<u>1,315,010</u>	<u>148,330</u>	<u>29,357</u>	<u>1,838,046</u>	<u>-</u>	<u>1</u>
Net revenues (expenses)	<u>\$ 107,857</u>	<u>\$ (20,715)</u>	<u>\$ (65,881)</u>	<u>\$ (1,304,344)</u>	<u>\$ 1,291,214</u>	<u>\$ (181,180)</u>	<u>\$ (21,729)</u>	<u>\$ 581,382</u>	<u>\$ -</u>	<u>\$ 386,604</u>

Highlands Ranch Community Association, Inc.
Balance Sheet for All Funds
As of April 30 2022

Financial Row	ADMINISTRATIVE			RECREATION		BACKCOUNTRY		DEBT SERVICE	TOTAL
	OPERATING	RESERVE	OSCA	OPERATING	RESERVE	OPERATING	RESERVE	& PLANT	
ASSETS									
Current Assets									
Cash & Equivalents									
1000 - Wells Fargo Invest Sweep	\$ 5,688,274	\$ -	\$ -	\$ 2,245,245	\$ -	\$ -	\$ -	\$ -	\$ 7,933,519
1002 - Wells Fargo Payroll	202,767	-	-	-	-	-	-	-	202,767
1003 - Wells Fargo Rec Operating Checking	-	-	-	(430,021)	-	-	-	-	(430,021)
1004 - Wells Fargo BC Operating Checking	-	-	-	1,442	-	333,233	-	-	334,675
1005 - Wells Fargo Admin Operating Checking	56,826	-	-	150	-	-	-	-	56,976
1006 - 1st Bank MM	253,703	-	-	-	-	-	-	-	253,703
1008 - Colorado Business Bank MM	171	-	-	-	233,405	-	-	-	233,576
1010 - Front Range Bank MM	-	-	-	247,397	-	-	-	-	247,397
1012 - PSCU Rec Operating CD	166	-	-	110,854	98	-	-	-	111,118
1013 - PSCU Rec Reserve CD	359	-	-	-	115,625	-	-	-	115,984
1014 - PSCU Rec Operating Savings	-	-	-	80	-	-	-	-	80
1015 - TCF Bank MM	-	-	-	-	237,712	-	-	-	237,712
1016 - US Bank Rec Operating	-	-	-	251,331	-	-	-	-	251,331
1017 - WF Bond Fund Suppl. Reserve Trustee	-	-	-	-	-	-	-	1,712,670	1,712,670
1018 - WF Bond Supplemental Reserve	-	-	-	-	-	-	-	-	-
1020 - Wells Fargo Bond Fund Prepayments	-	-	-	-	-	-	-	131,527	131,527
1021 - Wells Fargo Bond Fund Trustee	-	-	-	-	-	-	-	2,567,748	2,567,748
1022 - Morgan Stanley Capital Project Fund	-	-	-	-	52,083	-	-	-	52,083
1023 - Morgan Stanley Capital Project CD	-	-	-	-	2,105,353	-	-	-	2,105,353
1024 - Morgan Stanley OSCA	-	-	33,670	-	-	-	-	-	33,670
1025 - Morgan Stanley OSCA CD	-	-	4,826,014	-	-	-	(3,085)	-	4,822,929
1026 - Morgan Stanley Rec Reserve MM	-	-	-	-	280,282	-	-	-	280,282
1027 - Morgan Stanley Rec Reserve CD	-	-	-	-	3,809,222	-	-	-	3,809,222
1028 - RBC Wealth Mgmt Admin Reserve MM	-	70,288	-	-	-	-	-	-	70,288
1029 - RBC Wealth Mgmt Admin Reserve CD	-	872,195	-	-	-	-	-	-	872,195
1030 - RBC Wealth Mgmt BC Operating MM	-	-	-	-	-	24,952	1	-	24,953
1031 - RBC Wealth Mgmt BC Operating CD	-	-	-	-	-	-	-	-	-
1032 - RBC Wealth Mgmt BC Reserve CD	-	-	-	-	-	-	164,759	-	164,759
1033 - RBC Wealth Mgmt BC Reserve	-	-	-	-	-	-	47,011	-	47,011
1036 - RBC Wealth Mgmt Spec Proj Fund MM	39,767	-	-	-	-	-	-	-	39,767
1037 - RBC Wealth Mgmt Spec Proj Fund MM CD	198,478	-	-	-	-	-	-	-	198,478
1044 - Cash Drawer Cash on Hand	156	-	-	2,727	-	-	-	-	2,883
1045 - Program Cash on Hand	200	-	-	-	-	-	-	-	200
Total Cash & Equivalents	6,440,867	942,483	4,859,684	2,429,205	6,833,780	358,185	208,686	4,411,945	26,484,835
Accounts Receivable									
1100 - AR-Assessments and Legal	243,817	-	-	217,795	-	-	-	-	461,612
1105 - Allowance for Doubtful Accounts	954	-	-	(72,326)	-	-	-	-	(71,372)
1180 - AR - Covenants and Legal	176,628	-	-	-	-	-	-	-	176,628
1190 - AR - Miscellaneous	-	-	-	-	-	-	-	-	-
1191 - Accrued Interest Receivable	-	-	20,359	-	7,463	-	-	739	28,561
Total Accounts Receivable	421,399	-	20,359	145,469	7,463	-	-	739	595,429
Other Current Asset									
1195 - Miscellaneous Receivable	8,273	-	-	33,616	-	156,341	(79)	-	198,151
1200 - Prepaid Expense	34,868	-	-	166,730	-	1,892	-	-	203,490
1205 - Prepaid Insurance	14,537	-	-	81,521	-	7,438	-	-	103,496
1210 - Inventory	-	-	-	45,376	-	-	-	-	45,376
1225 - Undeposited Funds	638	-	-	-	-	-	-	-	638
Total Other Current Asset	58,316	-	-	327,243	-	165,671	(79)	-	551,151

Highlands Ranch Community Association, Inc.
Balance Sheet for All Funds
As of April 30 2022

Financial Row	ADMINISTRATIVE		OSCA	RECREATION		BACKCOUNTRY		DEBT SERVICE & PLANT	TOTAL
	OPERATING	RESERVE		OPERATING	RESERVE	OPERATING	RESERVE		
Total Current Assets	6,920,582	942,483	4,880,043	2,901,917	6,841,243	523,856	208,607	4,412,684	27,631,415
Fixed Assets									
1300 - Computer Equipment, Computer Software & Telephones	-	363,516	-	-	-	-	-	511,321	874,837
1305 - Admin. Property & Equipment	-	178,214	-	-	-	-	-	77,779	255,993
1310 - NR Facility & Improvements	-	-	-	-	-	-	-	21,157,486	21,157,486
1315 - Vehicles	-	-	-	-	-	-	-	-	-
1316 - Lease Asset	17,318	-	-	69,270	-	-	-	-	86,588
1320 - WR Facility & Improvements	-	-	-	-	-	-	-	14,260,771	14,260,771
1325 - ER Facility & Improvements	-	-	-	-	-	-	-	16,040,841	16,040,841
1330 - Land	-	-	-	-	-	-	-	1,925,000	1,925,000
1335 - ER Property & Equipment	-	-	-	-	-	-	-	1,575,481	1,575,481
1340 - SR Facility & Improvements	-	-	-	-	-	-	-	16,368,168	16,368,168
1345 - BC Admin Prop & Equipment	-	-	-	-	-	-	-	-	-
1350 - NR Property & Equipment	-	-	-	-	-	-	-	968,118	968,118
1355 - WR Property & Equipment	-	-	-	-	-	-	-	1,633,560	1,633,560
1360 - SR Property & Equipment	-	-	-	-	-	-	-	1,268,314	1,268,314
1365 - Backcountry Trail Design & Improvements	-	-	-	-	-	-	301,372	-	301,372
1370 - Construction In Progress	-	-	-	-	-	-	25,759	126,662	152,421
1375 - Backcountry Signage	-	-	-	-	-	-	45,317	-	45,317
1380 - Backcountry Equipment	-	-	-	-	-	-	232,896	-	232,896
1385 - Backcountry Gates/Installation/Fencing	-	-	-	-	-	-	156,225	-	156,225
1390 - Backcountry Horse Team	-	-	-	-	-	-	19,301	-	19,301
1395 - Backcountry Vehicle	-	-	-	-	-	-	530,752	-	530,752
1397 - Backcountry Wildlife Exhibits	-	-	-	-	-	-	-	-	-
1400 - Accum Depr-Computer Equip, Comp Software & Telephones	-	(303,952)	-	-	-	-	-	(413,057)	(717,009)
1405 - Accum Depr-Admin. Prop & Equip	-	(100,329)	-	-	-	-	-	(77,779)	(178,108)
1410 - Accum Depr-NR Property & Equip	-	-	-	-	-	-	-	(560,648)	(560,648)
1415 - Accum Depr-Vehicles	-	-	-	-	-	-	(373,233)	-	(373,233)
1420 - Accum Depr-NR Facility & Imprv	-	-	-	-	-	-	-	(12,450,502)	(12,450,502)
1430 - Accum Depr-ER Property & Equip	-	-	-	-	-	-	-	(862,406)	(862,406)
1435 - Accum Depr-ER Facility & Imprv	-	-	-	-	-	-	-	(10,416,346)	(10,416,346)
1450 - Accum Depr-WR Property & Equip	-	-	-	-	-	-	-	(751,428)	(751,428)
1455 - Accum Depr-WR Facility & Imprv	-	-	-	-	-	-	-	(8,500,061)	(8,500,061)
1460 - Accum Depr-SR Facility & Imprv	-	-	-	-	-	-	-	(8,558,625)	(8,558,625)
1465 - Accum Depr-SR Property & Equip	-	-	-	-	-	-	-	(744,735)	(744,735)
1470 - Accum Depr- Trail Design & Improvements	-	-	-	-	-	-	(238,531)	-	(238,531)
1475 - Accum Depr-Signage	-	-	-	-	-	-	(41,251)	-	(41,251)
1480 - Accum Depr - Backcountry Equip	-	-	-	-	-	-	(123,417)	-	(123,417)
1490 - Accum Depr - Horse Team	-	-	-	-	-	-	(12,617)	-	(12,617)
1497 - Accum Depr-Wildlife Exhibits	-	-	-	-	-	-	-	-	-
Total Fixed Assets	17,318	137,449	-	69,270	-	-	522,573	32,577,914	33,324,524
Other Assets									
1110 - PM Cash Clearing	-	-	-	22,230	-	-	-	-	22,230
1250 - Interfund Receivable	73,800	-	6,500	3,970,895	62,095	24,462	-	-	4,137,752
1255 - Loan from OSCA Loan Receivable	-	-	262,500	-	-	-	-	-	262,500
1600 - 1999 Bond Issuance Costs	-	-	-	-	-	-	-	50,570	50,570
Total Other Assets	73,800	-	269,000	3,993,125	62,095	24,462	-	50,570	4,473,052
Total ASSETS	\$ 7,011,700	\$ 1,079,932	\$ 5,149,043	\$ 6,964,312	\$ 6,903,338	\$ 548,318	\$ 731,178	\$ 37,041,167	\$ 65,428,988
LIABILITIES & EQUITY									
Current Liabilities									
Accounts Payable									

Highlands Ranch Community Association, Inc.
Balance Sheet for All Funds
As of April 30 2022

Financial Row	ADMINISTRATIVE			RECREATION		BACKCOUNTRY		DEBT SERVICE	TOTAL
	OPERATING	RESERVE	OSCA	OPERATING	RESERVE	OPERATING	RESERVE	& PLANT	
2000 - Accounts Payable	3,392	-	-	124,163	70,426	711	932	-	199,624
2015 - Accrued Bond Interest Payable	-	-	-	-	-	-	-	428,465	428,465
2025 - Preschool Scrips Pass Through	-	-	-	-	-	-	-	-	-
Total Accounts Payable	3,392	-	-	124,163	70,426	711	932	428,465	628,089
Other Current Liability									
2005 - Accrued Accounts Payable	95,031	-	-	106,481	-	142,499	-	-	344,011
2008 - Lease Liability	16,255	-	-	65,022	-	-	-	-	81,277
2009 - Colorado Payback	5,916	-	-	11,294	263	3,658	-	-	21,131
2012 - Payroll Cares Act	-	-	-	-	-	-	-	-	-
2020 - Sales Taxes Payable - State	-	-	-	-	-	-	-	-	-
2045 - Accrued Payroll and Vacation Expense	67,701	-	-	254,253	-	27,010	-	-	348,964
2050 - AFLAC Pre-Tax	130	-	-	157	-	-	-	-	287
2055 - Cafeteria Plan EE Contribution	362	-	-	1,065	-	-	-	-	1,427
2060 - Health Savings Acct EE Cont	1,394	-	-	1,782	-	-	-	-	3,176
2100 - Unearned Assessments	48,639	-	-	729,068	(2)	-	-	-	777,705
2101 - Deferred Assessments	479,910	-	-	2,804,401	-	-	-	-	3,284,311
2102 - Unearned CIS Fines and Fees	508,675	-	-	-	-	-	-	-	508,675
2105 - Unearned Program & Facilities Revenue	1,180	-	-	1,754,413	-	(6,254)	-	-	1,749,339
2110 - Unearned Other Revenue	-	-	-	44,526	-	63,557	-	-	108,083
2115 - Unearned Sponsorship & Grant Revenue	-	-	-	-	-	-	-	-	-
2120 - Foreclosure Reserve	-	-	-	-	-	-	-	-	-
2125 - Prepaid Vegetation Mngt (Xcel)	-	-	-	-	-	22,248	-	-	22,248
2130 - Ppd Natural Resource Mngt -Elk	-	-	-	-	-	10,282	-	-	10,282
2135 - Ppd Water Line Easment	-	-	-	-	-	8,586	-	-	8,586
2250 - Interfund Payable	3,830,371	-	583	71,034	7,174	217,816	-	64,720	4,191,698
Total Other Current Liability	5,055,564	-	583	5,843,496	7,435	489,402	-	64,720	11,461,200
Total Current Liabilities	5,058,956	-	583	5,967,659	77,861	490,113	932	493,186	12,089,289
Long Term Liabilities									
2255 - Loan from OSCA Loan Payable	-	-	-	-	262,500	-	-	-	262,500
2600 - Bonds Payable - 1999 Series	-	-	-	-	-	-	-	-	-
2610 - Bonds Payable - 2004 Series	-	-	-	-	-	-	-	8,570,000	8,570,000
Total Long Term Liabilities	-	-	-	-	262,500	-	-	8,570,000	8,832,500
Equity									
3005 - restricted fund equity	-	-	-	-	2,926,527	-	-	-	2,926,527
3010 - Restricted Fund Balance	38,659	309,868	1,237,500	-	-	-	157,779	-	1,743,806
Restricted Fund Balance	38,659	309,868	1,237,500	-	2,926,527	-	157,779	-	4,670,333
RETAINED EARNINGS	2,263,298	776,777	3,252,541	5,468,331	640,149	176,572	586,777	25,970,836	39,135,281
3015 - ytd net income	(457,073)	14,002	724,299	(3,167,330)	1,705,085	62,802	7,422	1,425,766	314,973
Retained Earnings	1,806,225	790,779	3,976,840	2,301,001	2,345,234	239,374	594,199	27,396,602	39,450,254
Net Income	107,858	(20,715)	(65,880)	(1,304,346)	1,291,214	(181,180)	(21,730)	581,383	386,604
Total Equity (Fund Balance)	1,952,742	1,079,932	5,148,460	996,655	6,562,975	58,194	730,248	27,977,985	44,507,191
Total LIABILITIES & EQUITY	\$ 7,011,698	\$ 1,079,932	\$ 5,149,043	\$ 6,964,314	\$ 6,903,336	\$ 548,307	\$ 731,180	\$ 37,041,171	\$ 65,428,981

Highlands Ranch Community Association
Statement of Cash Flows - April 30, 2022

	Administrative Fund			Recreation Fund					Totals	
	Operating	Reserves	OSCA Fund	Operating	Reserves	Backcountry Operating	Backcountry Reserves	Debt Service and Plant	Period Ended Apr-22	Period Ended Mar-22
Cash flows from operating activities:										
Excess (deficiency) of revenues over expenses	\$ 107,857	\$ (20,715)	\$ (65,881)	\$ (1,304,344)	\$ 1,291,214	\$ (181,180)	\$ (21,729)	\$ 581,381	\$ 386,603	772,234
Adjustment to reconcile excess (deficiency) of revenues over expenses to net cash from (used for) operating activities										
Depreciation expense	-	19,711	-	-	-	-	42,096	868,863	930,670	689,742
(Gain) loss on asset disposal	-	-	-	-	-	-	-	-	-	-
Interest expense attributable to amortization of bond issuance costs	-	-	-	-	-	-	-	-	-	-
Bad debt expense	-	-	-	-	-	-	-	-	-	-
Lease costs on right of use asset	-	-	-	-	-	-	-	-	-	-
Accretion of lease liability	-	-	-	-	-	-	-	-	-	-
(Increase) decrease in operating assets										
Assessments receivable, net	-	-	-	-	-	-	-	-	-	-
Accounts receivable, other	(406,596)	-	1	144,413	-	-	-	2,347	(259,835)	(118,969)
Prepaid expenses and other assets	(31,289)	-	-	(72,499)	-	(147,896)	406	-	(251,278)	(203,876)
Increase (decrease) in operating liabilities										
Accounts payable and accrued expenses	(28,776)	(42,701)	(2,496)	(285,812)	37,429	89,600	606	1,220,585	988,435	1,371,056
Accrued payroll and related items	-	-	-	-	-	-	-	-	-	-
Assessments paid in advance	415,864	-	-	2,803,573	-	-	-	-	3,219,437	55,961
Deferred revenue	196,175	-	-	(481,284)	-	1,486	-	-	(283,623)	1,526,156
Lease liability	-	-	-	-	-	-	-	-	-	-
Net cash from (used for) operating activities	253,235	(43,705)	(68,376)	804,047	1,328,643	(237,990)	21,379	2,673,176	4,730,409	4,092,304
Cash flows from investing activities:										
Net (purchases) sales of investments	-	-	-	-	-	-	-	-	-	-
Purchases of property and equipment	-	131,146	-	-	-	-	134,707	1,032,901	1,298,754	1,376,515
Net cash from (used for) investing activities	-	131,146	-	-	-	-	134,707	1,032,901	1,298,754	1,376,515
Cash flows from financing activities:										
Payment of accounts payable for property and equipment	-	-	-	-	-	-	-	(897,793)	(897,793)	(897,793)
Bond principal payments	227	-	-	-	-	-	-	(2,320,000)	(2,319,773)	(2,319,773)
Net borrowing and transfers among funds	2,391,538	512,804	204,741	(937,531)	982,443	260,757	(153,240)	131,007	3,392,519	3,339,797
Net cash from (used for) financing activities	2,391,765	512,804	204,741	(937,531)	982,443	260,757	(153,240)	(3,086,786)	174,953	122,231
Net change in cash, cash equivalents, and restricted cash	2,645,000	600,245	136,365	(133,484)	2,311,086	22,767	2,846	619,291	6,204,116	5,591,050
Cash, cash equivalents, and restricted cash, beginning of year	3,795,867	342,237	4,723,319	2,562,689	4,522,696	335,418	205,839	3,792,653	20,280,718	20,280,718
Cash, cash equivalents, and restricted cash, end of year	\$ 6,440,867	\$ 942,482	\$ 4,859,684	\$ 2,429,205	\$ 6,833,782	\$ 358,185	\$ 208,685	\$ 4,411,944	\$ 26,484,834	\$ 25,871,768

Highlands Ranch Community Association

Income Statement

Actual to Budget Analysis

by

Operating Funds

HRCRA Administrative Fund
Variance Analysis - Actual vs. Budget (AvB)

	2022 MTD Actual vs. 2022 MTD Budget					2022 YTD Actual vs. 2022 YTD Budget					
	April 30, 2022		Actual vs. Budget (AvB)			April 30, 2022		Actual vs. Budget (AvB)			
	Actual	Budget	\$	%	TM	Actual	Budget	\$	%	TM	
Revenues											
Homeowner assessments and fees	\$ 264,343	\$ 297,333	\$ (32,990)	(11%)	A	\$ 1,063,627	\$ 1,115,675	\$ (52,048)	(5%)		
Community improvement services	13,735	10,500	3,235	31%		46,900	42,000	4,900	12%		
Community events	570	833	(263)	(32%)		48,945	39,333	9,612	24%		
Management Fee	18,105	28,000	(9,895)	(35%)		126,892	142,500	(15,608)	(11%)	A	
Interest and other revenue	5,211	3,413	1,799	53%		35,965	33,650	2,315	7%		
Total revenues	302,856	340,079	(37,223)	(11%)		1,323,221	1,373,158	(49,937)	(4%)		
Expenses											
Salaries and employee benefits	204,101	184,885	(19,216)	(10%)	B	687,640	677,608	(10,032)	(1%)		
Facility operations	1,714	1,417	(297)	(21%)		5,754	5,667	(87)	(2%)		
Professional services	23,135	43,873	20,738	47%	C	158,297	172,901	14,604	8%		
Advertising	-	1	1	100%		5,720	10,000	4,280	43%		
Office expenses	8,098	10,876	2,778	26%		59,387	43,502	(15,885)	(37%)	B	
Insurance	5,497	10,753	5,256	49%		17,190	29,753	12,563	42%	C	
Information Technology Expenses	28,405	24,825	(3,580)	(14%)		95,847	89,406	(6,441)	(7%)		
Occupancy	288	667	379	57%		1,201	7,833	6,632	85%		
Community events	5,544	4,708	(836)	(18%)		33,388	21,933	(11,455)	(52%)	D	
Conferences, meetings and travel	2,288	2,350	62	3%		9,925	9,400	(525)	(6%)		
Dues, subscriptions and memberships	1,110	2,163	1,053	49%		7,291	8,650	1,359	16%		
Management Fee	12,994	13,750	756	5%		52,561	55,000	2,439	4%		
Other operating expenses	-	583	583	100%		-	2,333	2,333	100%		
Total expenses	293,174	300,850	7,676	3%		1,134,201	1,133,987	(214)	0%		
Transfers											
Transfers - Capital Equipment	-	22,042	22,042	100%		-	88,167	88,167	100%		
Transfers to Admin. Reserve Fund	18,666	-	(18,666)	#DIV/0!		81,164	49,000	(32,164)	(66%)	E	
Total transfers	18,666	22,042	3,376	15%		81,164	137,167	56,003	41%		
Total expenses after transfers	311,840	322,892	11,052	3%		1,215,365	1,271,154	55,789	4%		
Net revenue (expense)	\$ (8,984)	\$ 17,188	\$ (26,172)	(152%)		\$ 107,856	\$ 102,004	\$ 5,852	6%		

Variance materiality = \$10k and 10% (items primarily attributable to timing excluded from materiality analysis)

Variance Discussion - Month-to-Date Actual vs. Month-to-Date Budget

- A - Variance due to timing between actuals and budget
- B - Variance due vacation payouts for Dorre and Jackson, not budgeted
- C - Legal fee actuals lower than budgeted

Variance Discussion - Year-to-Date Actual vs. Year-to-Date Budget

- A - Legal fee charges to Rec lower than budgeted
- B - Variance relates to unfavorable newsletter \$20k due to budget not including a 1Q Newsletter due to Covid
- C - Variance relates to insurance invoicing timing compared to budget
- D - Variance due to prepayment of Father Daughter Dance of \$6k and advanced July 4th payment of \$5K.
- E - Variance relates to timing of transfers compared to budget

Admin Community Events
YTD April 30, 2022

	Revenue	Expense	Profit/(Loss)
Beer Festival		697	(697)
Cold Cases & Cocktails	6,036	1,009	5,027
Doggie Splash	250		250
Easter Egg Hunt	500	1,378	(878)
Farmers Market	3,500	36	3,464
Father Daughter Sweetheart Ball	17,830	18,323	(493)
General	140	3,262	(3,122)
Glow in the Dark Yoga	982	936	46
Hometown Holiday Celebration		479	(479)
Jewelry Show	1,157		1,157
Miscellaneous Pop Up Events		336	(336)
Miscellaneous Tastings	1,558	(502)	2,060
Princess Teas	2,136	443	1,693
Recycling Events		150	(150)
Spring Bazaar	12,156	241	11,915
Super Hero Party	2,700	1,423	1,277
	<u>48,945</u>	<u>28,211</u>	<u>20,734</u>
July 4th Celebration	-	-	-
July 4th Fireworks		-	-
July 4th Parade		5,175	(5,175)
	<u>-</u>	<u>5,175</u>	<u>(5,175)</u>
Total	<u><u>48,945</u></u>	<u><u>33,386</u></u>	<u><u>15,559</u></u>

**Comm. Relations & Marketing
FY22 Budget by Month**

	Jan Load	Feb Load	Mar Load	Apr Load	May Load	Jun Load	Jul Load	Aug Load	Sep Load	Oct Load	Nov Load	Dec Load	Total Load
4400 - Community Events Revenue													
Tacos and Tequila								11,000					11,000
Adult Swim Night						1,500	-	-					1,500
Rose in the Ranch			-								3,500		3,500
Cold Cases and Cocktails	-	-	3,000	-	-	-	-	-	-	3,000	-	-	6,000
Miscellaneous Pop Up Events	83	83	83	83	83	83	83	83	83	83	83	83	1,000
HRCA Socks	-											100	100
Easter Egg Hunt			-	500									500
July 4th Parade							2,000						2,000
Farmers Market				500	1,000	1,000	1,500	1,000	1,000	500	500		7,000
Hometown Holiday Celebration												500	500
Beer Festival						-		45,000					45,000
Spirit Tastings	500	500											1,000
Spring Bazaar				10,000									10,000
Garage Sale									1,500				1,500
Fall Craft Show									-	15,000			15,000
Miscellaneous Tastings	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Doggie Splash	-	-	-	-	-	-	-	-	3,000	-	-	-	3,000
Paranormal Party										4,500			4,500
Jewelry Show											10,000		10,000
Touch a Truck								2,000					2,000
Glow in the Dark Yoga										1,200			1,200
Father Daughter Sweetheart Ball		-									18,000		18,000
Oaked & Smoked							12,000						12,000
Super Hero Party								2,000			-		2,000
Princess Teas										-		4,000	4,000
5100 - Comm Events Expense													
Tacos and Tequila								9,500					9,500
July 4th Fireworks							60,000						60,000
Adult Swim Night						700	-	-					700
House Decorating				-						75		75	150
Rose in the Ranch			-								2,000		2,000
Cold Cases and Cocktails	-	-	600	-	-	-	-	-	-	600	-	-	1,200
Senior Fair											150		150
Miscellaneous Pop Up Events	83	83	83	83	83	83	83	83	83	83	83	83	1,000
General	417	417	417	417	417	417	417	417	417	417	417	417	5,000
Easter Egg Hunt			-	3,000									3,000
July 4th Parade						15,000	15,000						30,000
Farmers Market							250						250
Hometown Holiday Celebration												15,000	15,000
Beer Festival						-		35,000					35,000
Spirit Tastings	750	750											1,500
Spring Bazaar				1,000									1,000
Garage Sale									700				700
Fall Craft Show									-	1,000			1,000
Miscellaneous Tastings	208	208	208	208	208	208	208	208	208	208	208	208	2,500
Doggie Splash									200				200
Paranormal Party				-						2,500			2,500
Jewelry Show											1,000		1,000
Touch a Truck								4,500					4,500
Glow in the Dark Yoga										900			900
Father Daughter Sweetheart Ball											13,000		13,000
Oaked & Smoked							12,000						12,000
Super Hero Party								1,000			-		1,000
Princess Teas										-		2,000	2,000
Net Income	(625)	(625)	2,025	6,625	625	(13,575)	(72,125)	10,625	4,225	18,750	15,475	(12,850)	(41,450)

HRCA Recreation Fund
Variance Analysis - Actual vs. Budget (AvB)

	2022 MTD Actual vs. 2022 MTD Budget					2022 YTD Actual vs. 2022 YTD Budget				
	April 30, 2022		Actual vs. Budget (AvB)			April 30, 2022		Actual vs. Budget (AvB)		
	Actual	Budget	\$	%	TM	Actual	Budget	\$	%	TM
Revenues										
Homeowner assessments and fees	\$ 1,403,206	\$ 1,402,500	\$ 706	0%		\$ 5,608,082	\$ 5,610,000	\$ (1,918)	0%	
Recreation programs	423,067	348,136	74,931	22%	A	1,776,454	1,499,756	276,698	18%	A
Facility operations	66,978	68,356	(1,378)	(2%)		304,192	281,591	22,601	8%	
Management Fee	12,994	13,750	(756)	(5%)		52,561	55,000	(2,439)	(4%)	
Interest and other revenue	25,354	6,167	19,187	311%		151,197	36,417	114,780	315%	B
Total revenues	1,931,599	1,838,908	92,691	5%		7,892,486	7,482,764	409,722	5%	
Expenses										
Salaries and employee benefits	1,257,348	1,276,229	18,881	1%		3,937,475	4,231,790	294,315	7%	
Facility operations	125,693	100,361	(25,332)	(25%)	B	354,451	343,008	(11,443)	(3%)	
Professional services	34,189	33,725	(464)	(1%)		163,097	134,901	(28,196)	(21%)	C
Advertising	5,218	6,000	782	13%		29,335	24,000	(5,335)	(22%)	
Office expenses	47,717	39,493	(8,224)	(21%)		192,696	157,972	(34,724)	(22%)	D
Insurance	35,957	32,259	(3,698)	(11%)		145,271	129,035	(16,236)	(13%)	
Information Technology Expenses	75,007	62,126	(12,881)	(21%)		241,101	248,505	7,404	3%	
Occupancy	87,386	95,383	7,997	8%		383,640	375,581	(8,059)	(2%)	
Program	73,884	48,560	(25,324)	(52%)	C	293,305	241,111	(52,194)	(22%)	E
Conferences, meetings and travel	794	500	(294)	(59%)		3,202	2,000	(1,202)	(60%)	
Licenses and permits	3,366	4,292	926	22%		12,885	17,710	4,825	27%	
Dues, subscriptions and memberships	16	333	317	95%		8,719	1,333	(7,386)	(554%)	
Management Fee	18,105	28,000	9,895	35%		126,892	131,000	4,108	3%	
Other operating expenses	(3,466)	83	3,549	4,259%		1,707	2,333	626	27%	
Total Expenses	1,761,214	1,727,345	(33,869)	(2%)		5,893,776	6,040,279	146,503	2%	
Transfers										
Transfers for capital equipment	-	-	-	0%		-	-	-	0%	
Transfers to Rec. Reserve	429,464	429,464	-	0%		1,689,961	1,689,961	0	0%	
Transfers to Bond Fund	131,527	131,527	-	0%		1,463,094	1,456,527	(6,567)	0%	
Transfers to Backcountry Fund	37,500	37,500	-	0%		150,000	150,000	-	0%	
Total Transfers	598,491	598,491	-	0%		3,303,055	3,296,488	(6,567)	0%	
Total Expenses after Transfers	2,359,705	2,325,836	(33,869)	(1%)		9,196,831	9,336,767	139,936	1%	
Net Revenue (Expense)	\$ (428,106)	\$ (486,928)	\$ 58,822	(12%)		\$ (1,304,345)	\$ (1,854,004)	\$ 549,659	(30%)	

Variance materiality = \$20k and 10% (items primarily attributable to timing excluded from materiality analysis)

Variance Discussion - Month-to-Date Actual vs. Month-to-Date Budget

- A - Positive variance is due to better than expected participation across all programs than budgeted.
- B - Variance due to bulk purchase of employee uniforms vs. being purchased year round as budgeted.
- C - Program expenses are greater due to greater program participation and increased revenue

Variance Discussion - Year-to-Date Actual vs. Year-to-Date Budget

- A - Positive variance is due to better than expected participation across all programs than budgeted.
- B - Variance primarily relates to favorable Grant Revenue for Preschool and Day Camps in 2022 of \$30k/month.
- C - Variance is due to consulting and feasibility studies running higher than budget, the pay equity study.
- D - Variance due to higher printing costs and Vantiv fees for Perfect Mind processing
- E - Program expenses are greater due to greater program participation and increased revenue

HRC Backcountry Fund
Variance Analysis - Actual vs. Budget (AvB)

	2022 MTD Actual vs. 2022 MTD Budget					2022 YTD Actual vs. 2022 YTD Budget				
	April 30,2022		Actual vs. Budget (AvB)			April 30,2022		Actual vs. Budget (AvB)		
	Actual	Budget	\$	%	TM	Actual	Budget	\$	%	TM
Revenues										
Recreation programs	\$ 27,117	\$ 22,500	4,617	21%		\$ 74,905	\$ 63,800	11,105	17%	A
Facility operations	\$ 1,427	\$ 8,954	(7,527)	(84%)	A	\$ 22,180	\$ 35,816	(13,636)	(38%)	B
Interest and other revenue	\$ 3,117	\$ 8	3,109	38,859%		\$ 3,117	\$ 32	3,085	9,640%	
Total revenues	31,661	31,462	199	1%		100,202	99,648	554	1%	
Expenses										
Salaries and employee benefits	101,201	97,558	(3,644)	(4%)		333,366	314,562	(18,804)	(6%)	
Facility operations	5,029	17,420	12,391	71%	B	16,368	32,180	15,812	49%	C
Professional services	-	-	-	#DIV/0!		450	1,550	1,100	71%	
Office expenses	437	816	379	46%		1,695	4,018	2,323	58%	
Insurance	3,340	3,500	160	5%		13,360	14,000	640	5%	
Program	15,154	14,000	(1,154)	(8%)		60,248	44,900	(15,348)	(34%)	D
Conferences, meetings and travel	904	1,500	596	40%		4,225	7,250	3,025	42%	
Total expenses	126,065	134,904	8,838	7%		429,712	418,900	(10,812)	(3%)	
Transfers										
Transfer To B.C. Reserve Fund	835	-	(835)	#DIV/0!		1,670	835	(835)	(100%)	
Transfer from Recreation Fund	(37,500)	(37,500)	-	0%		(150,000)	(150,000)	-	0%	
Total transfers	(36,665)	(37,500)	(835)	2%		(148,330)	(149,165)	(835)	1%	
Total expenses after transfers	89,400	97,404	8,003	8%		281,382	269,735	(11,647)	(4%)	
Net revenue (expense)	\$ (57,739)	\$ (65,942)	\$ 8,202	(12%)		\$ (181,180)	\$ (170,087)	\$ (11,093)	7%	

Variance materiality = \$5k and 10% (items primarily attributable to timing excluded from materiality analysis)

Variance Discussion - Month-to-Date Actual vs. Month-to-Date Budget

- A** - Variance due to timing of Cel Tower lease and grazing lease revenue
- B** - Variance due timing of Vegetation, Natural Resource and Noxious Weed management

Variance Discussion - Year-to-Date Actual vs. Year-to-Date Budget

- A** - Variance due to horse trail rides revenue better than budget.
- B** - Variance due to timing of Cel Tower lease revenue and grazing lease revenue
- C** - Variance due timing of Vegetation, Natural Resource and Noxious Weed management and purchases of employee uniforms
- D** - Variance due to higher expenses in Horse Trail due to increased revenue.

Highlands Ranch Community Association

Income Statement

Operating Fund Analysis

Current Month and Year to Date

HRCA
Statement of Revenues and Expenses
For the Month Ending April 30, 2022

	Current Month Actuals				Current Month Budget				Current Month Variance				Month to Date % Variance				
	Admin	Rec	BC	Total	Admin	Rec	BC	Total	Admin	Rec	BC	Total	Admin	Rec	BC	Total	
Revenues																	
Homeowner assessments and fees	264,343	1,403,206	-	1,667,549	297,333	1,402,500	-	1,699,833	(32,990)	706	-	(32,284)	-11%	0%	#DIV/0!	-2%	
Community Improvement Services	13,735	-	-	13,735	10,500	-	-	10,500	3,235	-	-	3,235	31%	#DIV/0!	#DIV/0!	31%	
Recreation programs	-	423,067	27,117	450,184	-	348,136	22,500	370,636	-	74,931	4,617	79,549	#DIV/0!	22%	21%	21%	
Facility operations	-	66,978	1,427	68,405	-	68,356	8,954	77,310	-	(1,378)	(7,527)	(8,905)	#DIV/0!	-2%	-84%	-12%	
Community Events	570	-	-	570	833	-	-	833	(263)	-	-	(263)	-32%	#DIV/0!	#DIV/0!	-32%	
Advertising	892	-	-	892	-	-	-	-	892	-	-	892	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Management Fee	18,105	12,994	-	31,099	28,000	13,750	-	41,750	(9,895)	(756)	-	(10,651)	-35%	-5%	#DIV/0!	-26%	
Interest and other revenue	5,211	25,354	3,117	33,682	3,413	6,167	8	9,587	1,799	19,187	3,109	24,095	53%	311%	38859%	251%	
Total revenues	302,856	1,931,599	31,661	2,266,116	340,079	1,838,908	31,462	2,210,450	(37,223)	92,691	199	55,666	-11%	5%	1%	3%	
Expenses																	
Salaries and employee benefits	204,101	1,257,348	101,201	1,562,650	184,885	1,276,229	97,558	1,558,672	(19,216)	18,881	(3,644)	(3,978)	-10%	1%	-4%	0%	
Facility operations	1,714	125,693	5,029	132,436	1,417	100,361	17,420	119,198	(297)	(25,332)	12,391	(13,238)	-21%	-25%	71%	-11%	
Professional services	23,135	34,189	-	57,324	43,873	33,725	-	77,598	20,738	(464)	-	20,274	47%	-1%	#DIV/0!	26%	
Advertising	-	5,218	-	5,218	1	6,000	-	6,001	1	782	-	783	100%	13%	#DIV/0!	13%	
Office expenses	8,098	47,717	437	56,252	10,876	39,493	816	51,185	2,778	(8,224)	379	(5,067)	26%	-21%	46%	-10%	
Insurance	5,497	35,957	3,340	44,794	10,753	32,259	3,500	46,512	5,256	(3,698)	160	1,718	49%	-11%	5%	4%	
Interest	-	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
IT Expenses	28,405	75,007	-	103,412	24,825	62,126	-	86,951	(3,580)	(12,881)	-	(16,461)	-14%	-21%	#DIV/0!	-19%	
Occupancy	288	87,386	-	87,674	667	95,383	-	96,050	379	7,997	-	8,376	57%	8%	#DIV/0!	9%	
Program	-	73,884	15,154	89,038	-	48,560	14,000	62,560	-	(25,324)	(1,154)	(26,478)	#DIV/0!	-52%	-8%	-42%	
Community events	5,544	-	-	5,544	4,708	-	-	4,708	(836)	-	-	(836)	-18%	#DIV/0!	#DIV/0!	-18%	
Conferences, meetings and travel	2,288	794	904	3,986	2,350	500	1,500	4,350	62	(294)	596	364	3%	-59%	40%	8%	
Licenses and permits	-	3,366	-	3,366	-	4,292	110	4,402	-	926	110	1,036	#DIV/0!	22%	100%	24%	
Dues, subscriptions and memberships	1,110	16	-	1,126	2,163	333	-	2,496	1,053	317	-	1,370	49%	95%	#DIV/0!	55%	
Management Fee	12,994	18,105	-	31,099	13,750	28,000	-	41,750	756	9,895	-	10,651	5%	35%	#DIV/0!	26%	
Other operating expenses	-	(3,466)	-	(3,466)	583	83	-	667	583	3,549	-	4,133	100%	4259%	#DIV/0!	620%	
Total expenses	293,174	1,761,214	126,065	2,180,453	300,850	1,727,345	134,904	2,163,099	7,676	(33,869)	8,838	(17,354)	3%	-2%	7%	-1%	
Transfers																	
Transfers for capital equipment	-	-	-	-	22,042	-	-	22,042	22,042	-	-	22,042	100%	#DIV/0!	#DIV/0!	100%	
Transfers to Admin. Reserve Fund	18,666	-	-	18,666	-	-	-	-	(18,666)	-	-	(18,666)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Transfers to Rec. Reserve	-	429,464	-	429,464	-	429,464	-	429,464	-	-	-	-	#DIV/0!	0%	#DIV/0!	0%	
Transfers to Bond Fund	-	131,527	-	131,527	-	131,527	-	131,527	-	-	-	-	#DIV/0!	0%	#DIV/0!	0%	
Transfers to Backcountry Reserve	-	-	(37,500)	(37,500)	-	-	(37,500)	(37,500)	-	-	-	-	#DIV/0!	#DIV/0!	0%	0%	
Transfers to Backcountry Fund	-	37,500	835	38,335	-	37,500	-	37,500	-	-	(835)	(835)	#DIV/0!	0%	#DIV/0!	-2%	
Total Transfers	18,666	598,491	(36,665)	580,492	22,042	598,491	(37,500)	583,033	3,376	-	(835)	2,541	15%	0%	2%	0%	
Total expense after transfers	311,840	2,359,705	89,400	2,760,945	322,892	2,325,836	97,404	2,746,131	11,052	(33,869)	8,003	(14,814)	3%	-1%	8%	-1%	
Net revenue (expense)	(8,984)	(428,106)	(57,739)	(494,829)	17,188	(486,928)	(65,942)	(535,682)	(26,172)	58,822	8,202	40,853	-152%	-12%	-12%	-8%	

HRCA
Statement of Revenues and Expenses
For the Year Ending April 30, 2022

	Year to Date Actuals				Year to Date Budget				Year to Date Variance				Year to Date % Variance			
	Admin	Rec	BC	Total	Admin	Rec	BC	Total	Admin	Rec	BC	Total	Admin	Rec	BC	Total
Revenues																
Homeowner assessments and fees	1,063,627	5,608,082	-	6,671,709	1,115,675	5,610,000	-	6,725,675	(52,048)	(1,918)	-	(53,966)	-5%	0%	#DIV/0!	-1%
Community Improvement Services	46,900	-	-	46,900	42,000	-	-	42,000	4,900	-	-	4,900	12%	#DIV/0!	#DIV/0!	12%
Recreation programs	-	1,776,454	74,905	1,851,359	-	1,499,756	63,800	1,563,556	-	276,698	11,105	287,803	#DIV/0!	18%	17%	18%
Facility operations	-	304,192	22,180	326,372	-	281,591	35,816	317,407	-	22,601	(13,636)	8,965	#DIV/0!	8%	-38%	3%
Community Events	48,945	-	-	48,945	39,333	-	-	39,333	9,612	-	-	9,612	24%	#DIV/0!	#DIV/0!	24%
Advertising	892	-	-	892	-	-	-	-	892	-	-	892	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Management Fee	126,892	52,561	-	179,453	142,500	55,000	-	197,500	(15,608)	(2,439)	-	(18,047)	-11%	-4%	#DIV/0!	-9%
Interest and other revenue	35,965	151,197	3,117	190,279	33,650	36,417	32	70,099	2,315	114,780	3,085	120,180	7%	315%	9640%	171%
Total revenues	1,323,221	7,892,486	100,202	9,315,909	1,373,158	7,482,764	99,648	8,955,570	(49,937)	409,722	554	360,339	-4%	5%	1%	4%
Expenses																
Salaries and employee benefits	687,640	3,937,475	333,366	4,958,481	677,608	4,231,790	314,562	5,223,960	(10,032)	294,315	(18,804)	265,479	-1%	7%	-6%	5%
Facility operations	5,754	354,451	16,368	376,573	5,667	343,008	32,180	380,854	(87)	(11,443)	15,812	4,282	-2%	-3%	49%	1%
Professional services	158,297	163,097	450	321,844	172,901	134,901	1,550	309,353	14,604	(28,196)	1,100	(12,491)	8%	-21%	71%	-4%
Advertising	5,720	29,335	-	35,055	10,000	24,000	-	34,000	4,280	(5,335)	-	(1,055)	43%	-22%	#DIV/0!	-3%
Office expenses	59,387	192,696	1,695	253,778	43,502	157,972	4,018	205,492	(15,885)	(34,724)	2,323	(48,286)	-37%	-22%	58%	-23%
Insurance	17,190	145,271	13,360	175,821	29,753	129,035	14,000	172,788	12,563	(16,236)	640	(3,033)	42%	-13%	5%	-2%
Interest	-	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
IT Expenses	95,847	241,101	-	336,948	89,406	248,505	-	337,911	(6,441)	7,404	-	963	-7%	3%	#DIV/0!	0%
Occupancy	1,201	383,640	-	384,841	7,833	375,581	-	383,414	6,632	(8,059)	-	(1,427)	85%	-2%	#DIV/0!	0%
Program	-	293,305	60,248	353,553	-	241,111	44,900	286,011	-	(52,194)	(15,348)	(67,542)	#DIV/0!	-22%	-34%	-24%
Community events	33,388	-	-	33,388	21,933	-	-	21,933	(11,455)	-	-	(11,455)	-52%	#DIV/0!	#DIV/0!	-52%
Conferences, meetings and travel	9,925	3,202	4,225	17,352	9,400	2,000	7,250	18,650	(525)	(1,202)	3,025	1,298	-6%	-60%	42%	7%
Licenses and permits	-	12,885	-	12,885	-	17,710	440	18,150	-	4,825	440	5,265	#DIV/0!	27%	100%	29%
Dues, subscriptions and memberships	7,291	8,719	-	16,010	8,650	1,333	-	9,983	1,359	(7,386)	-	(6,027)	16%	-554%	#DIV/0!	-60%
Management Fee	52,561	126,892	-	179,453	55,000	131,000	-	186,000	2,439	4,108	-	6,547	4%	3%	#DIV/0!	4%
Other operating expenses	-	1,707	-	1,707	2,333	2,333	-	4,667	2,333	626	-	2,960	100%	27%	#DIV/0!	63%
Total expenses	1,134,201	5,893,776	429,712	7,457,689	1,133,987	6,040,279	418,900	7,593,167	(214)	146,503	(10,812)	135,478	0%	2%	-3%	2%
Transfers																
Transfers for capital equipment	-	-	-	-	88,167	-	-	88,167	88,167	-	-	88,167	100%	#DIV/0!	#DIV/0!	100%
Transfers to Admin. Reserve Fund	81,164	-	-	81,164	49,000	-	-	49,000	(32,164)	-	-	(32,164)	-66%	#DIV/0!	#DIV/0!	-66%
Transfers to Rec. Reserve	-	1,689,961	-	1,689,961	-	1,689,961	-	1,689,961	-	0	-	0	#DIV/0!	0%	#DIV/0!	0%
Transfers to Bond Fund	-	1,463,094	-	1,463,094	-	1,456,527	-	1,456,527	-	(6,567)	-	(6,567)	#DIV/0!	0%	#DIV/0!	0%
Transfers to Backcountry Reserve	-	-	(150,000)	(150,000)	-	-	(150,000)	(150,000)	-	-	-	-	#DIV/0!	#DIV/0!	0%	0%
Transfers to Backcountry Fund	-	150,000	1,670	151,670	-	150,000	835	150,835	-	-	(835)	(835)	#DIV/0!	0%	-100%	-1%
Total Transfers	81,164	3,303,055	(148,330)	3,235,889	137,167	3,296,488	(149,165)	3,284,490	56,003	(6,567)	(835)	48,601	41%	0%	1%	1%
Total expense after transfers	1,215,365	9,196,831	281,382	10,693,578	1,271,154	9,336,767	269,735	10,877,656	55,789	139,936	(11,647)	184,078	4%	1%	-4%	2%
Net revenue (expense)	107,856	(1,304,345)	(181,180)	(1,377,669)	102,004	(1,854,004)	(170,087)	(1,922,087)	5,852	549,659	(11,093)	544,418	6%	-30%	7%	-28%