



HIGHLANDS RANCH

COMMUNITY ASSOCIATION

Highlands Ranch Community Association

Financial Statements

As of May 31, 2022

HRCA Financial Statements
May 31, 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 Ending May 31, 2022

Financial Row	ADMINISTRATIVE			RECREATION		BACKCOUNTRY		DEBT SERVICE	ELIMINATIONS	TOTAL
	OPERATING	RESERVE	OSCA	OPERATING	RESERVE	OPERATING	RESERVE	& PLANT		
Revenues										
Homeowner assessments and fees	\$ 1,344,607	\$ -	\$ -	\$ 7,011,179	\$ -	\$ -	\$ -	\$ -		8,355,786
Community improvement services	62,345	-	-	-	-	-	-	-		62,345
Legal Revenue	21,774	-	-	-	-	-	-	-		21,774
Recreation programs	-	-	-	2,182,569	-	115,140	-	-		2,297,709
Facility operations	-	-	-	353,564	-	6,773	-	-	1,750	362,087
Community events	60,027	-	-	-	-	-	-	-		60,027
Advertising	-	-	-	-	-	-	-	-		-
Management Fee Revenue	141,067	-	-	62,207	-	-	-	-	(203,274)	-
Interest and other Revenue	48,591	2,189	(35,359)	185,045	5,394	28,315	(7,652)	2,653		229,176
Total revenues	1,678,411	2,189	(35,359)	9,794,564	5,394	150,228	(7,652)	2,653	(201,524)	11,388,904
Expenses										
Salaries and employee benefits	839,019	-	-	4,868,368	-	456,503	-	-		6,163,890
Facility operations	8,058	-	-	516,566	25,327	27,690	-	-		577,641
Depreciation Expense	-	24,357	-	-	-	-	52,560	1,082,071		1,158,988
Professional services	166,311	-	-	103,211	-	450	-	-		269,972
Advertising	5,719	-	-	33,836	-	-	-	-		39,555
Office expenses	72,415	32,520	-	226,923	-	2,223	1,327	-		335,408
Insurance	23,062	-	-	181,147	-	16,699	-	-		220,908
Interest	-	-	-	-	556	-	-	482,465		483,021
Information Technology Expenses	120,579	-	-	392,825	-	-	-	-		513,404
Occupancy	1,548	-	-	497,374	-	-	-	-	1,750	500,672
Program	-	-	-	360,788	-	94,847	-	-		455,635
Community events	30,829	-	-	-	-	-	-	-		30,829
Conferences, meetings and travel	12,308	-	-	4,188	-	9,810	-	-		26,306
Licenses and permits	-	-	-	15,952	-	-	-	-		15,952
Dues, subscriptions and memberships	9,265	-	-	8,776	-	-	-	-		18,041
Management Fee Expense	62,207	-	-	141,067	-	-	-	-	(203,274)	-
Other operating expenses	-	-	607	(100)	-	-	-	-		507
Total expenses	1,351,320	56,877	607	7,350,921	25,883	608,222	53,887	1,564,536	(201,524)	10,810,729
(Gains) / Losses	-	51,455	-	-	-	-	(42)	26,030		77,443
Excess (deficiency) of revenues over expenses	327,091	(106,143)	(35,966)	2,443,643	(20,489)	(457,994)	(61,497)	(1,587,913)	-	500,732
Transfers to Bond Fund	-	-	-	(1,546,322)	-	-	-	1,546,322		-
Transfers to Backcountry Fund	-	-	-	(187,500)	-	187,500	-	-		-
Transfers for Capital Equipment	-	-	(28,636)	-	-	-	28,636	-		-
Transfers for Reserves	(99,830)	99,830	(583)	(1,742,044)	1,159,420	(4,175)	4,758	582,624		-
Total transfers	(99,830)	99,830	(29,219)	(3,475,866)	1,159,420	183,325	33,394	2,128,946	-	-
Net revenues (expenses)	\$ 227,261	\$ (6,313)	\$ (65,185)	\$ (1,032,223)	\$ 1,138,931	\$ (274,669)	\$ (28,103)	\$ 541,033	\$ -	\$ 500,732

Highlands Ranch Community Association, Inc.
Balance Sheet for All Funds
As of May 31, 2022

Financial Row	ADMINISTRATIVE			RECREATION		BACKCOUNTRY		DEBT SERVICE & PLANT	TOTAL
	OPERATING	RESERVE	OSCA	OPERATING	RESERVE	OPERATING	RESERVE		
ASSETS									
Current Assets									
Cash & Equivalents									
Wells Fargo Checking, Payroll and Sweep	6,164,261	-	-	931,089	-	215,001	-	-	7,310,351
Other Investment Accounts	254,422	-	-	609,830	586,844	-	-	-	1,451,096
Wells Fargo Bond Fund Accounts	-	-	-	-	-	-	-	4,495,224	4,495,224
Morgan Stanley	-	-	4,861,911	-	6,024,221	-	(3,085)	-	10,883,047
RBC Wealth Management	237,322	961,531	-	-	-	24,952	214,329	-	1,438,134
Cash on Hand	356	-	-	2,699	-	-	-	-	3,055
Total Cash & Equivalents	6,656,361	961,531	4,861,911	1,543,618	6,611,065	239,953	211,244	4,495,224	25,580,907
Accounts Receivable									
1100 - AR-Assessments and Legal	68,494	-	-	217,654	-	-	-	-	286,148
1105 - Allowance for Doubtful Accounts	845	-	-	(72,186)	-	-	-	-	(71,341)
1180 - AR- Covenants and Legal	220,478	-	-	-	-	-	-	-	220,478
1191 - Accrued Interest Receivable	-	-	20,359	-	7,463	-	-	1,667	29,489
Total Accounts Receivable	289,817	-	20,359	145,468	7,463	-	-	1,667	464,774
Other Current Asset									
1195 - Miscellaneous Receivable	8,256	-	-	(104,650)	-	236,034	(79)	-	139,561
1200 - Prepaid Expense	50,142	-	-	162,592	-	750	-	-	213,484
1205 - Prepaid Insurance	11,383	-	-	62,083	-	5,647	-	-	79,113
1210 - Inventory	-	-	-	44,949	-	-	-	-	44,949
1225 - Undeposited Funds	(996)	-	-	-	-	-	-	-	(996)
Total Other Current Asset	68,785	-	-	164,974	-	242,431	(79)	-	476,111
Total Current Assets	7,014,963	961,531	4,882,270	1,854,060	6,618,528	482,384	211,165	4,496,891	26,521,792
Fixed Assets									
Fixed Assets - Cost	17,318	541,730	-	69,270	-	-	1,313,155	76,003,366	77,944,839
Fixed Assets - Accumulated Depreciation	-	(408,927)	-	-	-	-	(799,513)	(43,453,516)	(44,661,956)
Total Fixed Assets	17,318	132,803	-	69,270	-	-	513,642	32,549,850	33,282,883
Other Assets									
1110 - PM Cash Clearing	-	-	-	30,492	-	-	-	-	30,492
1250 - Interfund Receivable	65,258	-	6,500	4,140,958	74,071	67,076	-	-	4,353,863
1255 - Loan from OSCA Loan Receivable	-	-	262,500	-	-	-	-	-	262,500
1600 - 1999 Bond Issuance Costs	-	-	-	-	-	-	-	50,570	50,570
Total Other Assets	65,258	-	269,000	4,171,450	74,071	67,076	-	50,570	4,697,425
Total ASSETS	\$ 7,097,539	\$ 1,094,334	\$ 5,151,270	\$ 6,094,780	\$ 6,692,599	\$ 549,460	\$ 724,805	\$ 37,097,310	\$ 64,502,097
LIABILITIES & EQUITY									
Current Liabilities									
Accounts Payable									
2000 - Accounts Payable	5,784	-	1,532	250,882	11,971	22,400	932	-	293,501
2015 - Accrued Bond Interest Payable	-	-	-	-	-	-	-	524,958	524,958
2025 - Preschool Scrips Pass Through	-	-	-	-	-	-	-	-	-
Total Accounts Payable	5,784	-	1,532	250,882	11,971	22,400	932	524,958	818,459
Other Current Liability									
2005 - Accrued Accounts Payable	91,543	-	-	124,200	263	138,969	-	-	354,975
2008 - Lease Liability	16,255	-	-	65,022	-	-	-	-	81,277
2009 - Colorado Payback	5,916	-	-	11,294	-	3,658	-	-	20,868
2012 - Payroll Cares Act	-	-	-	-	-	-	-	-	-
2020 - Sales Taxes Payable - State	-	-	-	-	-	-	-	-	-
2045 - Accrued Payroll and Vacation Expense	67,701	-	-	254,253	-	27,010	-	-	348,964

Highlands Ranch Community Association, Inc.
Balance Sheet for All Funds
As of May 31, 2022

Financial Row	ADMINISTRATIVE			RECREATION		BACKCOUNTRY		DEBT SERVICE	TOTAL
	OPERATING	RESERVE	OSCA	OPERATING	RESERVE	OPERATING	RESERVE	& PLANT	
2050 - AFLAC Pre-Tax	369	-	-	434	-	-	-	-	803
2055 - Cafeteria Plan EE Contribution	(230)	-	-	230	-	-	-	-	-
2060 - Health Savings Acct EE Cont	-	-	-	-	-	-	-	-	-
2100 - Unearned Assessments	60,403	-	-	824,697	(2)	-	-	-	885,098
2101 - Deferred Assessments	283,488	-	-	1,403,181	-	-	-	-	1,686,669
2102 - Unearned CIS Fines and Fees	565,800	-	-	-	-	-	-	-	565,800
2105 - Unearned Program & Facilities Revenue	3,495	-	-	1,785,617	-	(6,254)	-	-	1,782,858
2110 - Unearned Other Revenue	-	-	-	43,818	-	62,202	-	-	106,020
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	3,924,867	-	583	62,380	7,174	295,645	-	64,720	4,355,369
Total Other Current Liability	5,019,607	-	583	4,575,126	7,435	562,346	-	64,720	10,229,817
Total Current Liabilities	5,025,391	-	2,115	4,826,008	19,406	584,746	932	589,679	11,048,276
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									
Restricted Fund Balance	38,659	309,868	1,237,500	-	2,926,527	-	157,779	-	4,670,333
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	227,261	(6,313)	(65,185)	(1,032,227)	1,138,931	(274,669)	(28,104)	541,034	500,728
Total Equity (Fund Balance)	2,072,145	1,094,334	5,149,155	1,268,774	6,410,692	(35,295)	723,874	27,937,636	44,621,315
Total LIABILITIES & EQUITY	\$ 7,097,536	\$ 1,094,334	\$ 5,151,270	\$ 6,094,782	\$ 6,692,598	\$ 549,451	\$ 724,806	\$ 37,097,315	\$ 64,502,092

Highlands Ranch Community Association
Statement of Cash Flows - May 31, 2022

	Administrative Fund			Recreation Fund				Totals		
	Operating	Reserves	OSCA Fund	Operating	Reserves	Backcountry Operating	Backcountry Reserves	Debt Service and Plant	Period Ended May-22	Period Ended Apr-22
Cash flows from operating activities:										
Excess (deficiency) of revenues over expenses	\$ 227,261	\$ (6,313)	\$ (65,185)	\$ (1,032,223)	\$ 1,138,931	\$ (274,669)	\$ (28,103)	\$ 541,033	\$ 500,732	386,603
Adjustment to reconcile excess (deficiency) of revenues over expenses to net cash from (used for) operating activities										
Depreciation expense	-	24,357	-	-	-	-	52,560	1,082,071	1,158,988	930,670
(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	(275,014)	-	1	144,414	-	-	-	1,419	(129,180)	(259,835)
Prepaid expenses and other assets	(41,758)	-	-	81,508	-	(224,656)	406	-	(184,500)	(251,278)
Increase (decrease) in operating liabilities										
Accounts payable and accrued expenses	(31,619)	(42,701)	(965)	(143,716)	(21,027)	107,757	607	1,317,078	1,185,414	988,435
Accrued payroll and related items	-	-	-	-	-	-	-	-	-	-
Assessments paid in advance	219,442	-	-	1,402,353	-	-	-	-	1,621,795	3,219,437
Deferred revenue	267,379	-	-	(355,159)	-	131	-	-	(87,649)	(283,623)
Lease liability	-	-	-	-	-	-	-	-	-	-
Net cash from (used for) operating activities	365,691	(24,657)	(66,149)	97,177	1,117,904	(391,437)	25,470	2,941,601	4,065,600	4,730,409
Cash flows from investing activities:										
Net (purchases) sales of investments	-	-	-	-	-	-	-	-	-	-
Purchases of property and equipment	-	131,146	-	-	-	-	133,174	847,757	1,112,077	1,298,754
Net cash from (used for) investing activities	-	131,146	-	-	-	-	133,174	847,757	1,112,077	1,298,754
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	2,494,576	512,804	204,741	(1,116,248)	970,467	295,972	(153,239)	131,007	3,340,080	3,392,519
Net cash from (used for) financing activities	2,494,803	512,804	204,741	(1,116,248)	970,467	295,972	(153,239)	(3,086,786)	122,514	174,953
Net change in cash, cash equivalents, and restricted cash	2,860,494	619,293	138,592	(1,019,071)	2,088,371	(95,465)	5,405	702,572	5,300,191	6,204,116
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	\$ 6,656,361	\$ 961,530	\$ 4,861,911	\$ 1,543,618	\$ 6,611,067	\$ 239,953	\$ 211,244	\$ 4,495,225	\$ 25,580,909	\$ 26,484,834

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			
	May 31, 2022		Actual vs. Budget (AvB)		May 31, 2022		Actual vs. Budget (AvB)	
	Actual	Budget	\$	%	Actual	Budget	\$	%
Revenues								
Homeowner assessments and fees	\$ 302,755	\$ 297,333	\$ 5,422	2%	\$ 1,366,382	\$ 1,413,008	\$ (46,626)	(3%)
Community improvement services	15,445	10,500	4,945	47%	62,345	52,500	9,845	19%
Community events	11,082	333	10,749	3,225% A	60,027	39,667	20,360	51% A
Advertising	2,321	-	2,321	100%	3,213	-	3,213	100%
Management Fee	14,175	28,000	(13,825)	(49%) B	141,067	170,500	(29,433)	(17%) B
Interest and other revenue	9,411	3,413	5,999	176%	45,376	37,063	8,314	22%
Total revenues	355,190	339,579	15,611	5%	1,678,411	1,712,737	(34,326)	(2%)
Expenses								
Salaries and employee benefits	151,382	157,093	5,711	4%	839,022	834,701	(4,321)	(1%)
Facility operations	2,304	1,417	(888)	(63%)	8,058	7,083	(975)	(14%)
Professional services	9,790	43,309	33,518	77% C	168,087	216,210	48,123	22% C
Advertising	-	-	-		5,720	10,000	4,280	43%
Office expenses	13,032	10,876	(2,156)	(20%)	72,419	54,378	(18,041)	(33%) D
Insurance	5,872	10,753	4,881	45%	23,062	40,506	17,443	43% E
Information Technology Expenses	22,948	24,825	1,877	8%	118,795	114,231	(4,564)	(4%)
Occupancy	346	667	321	48%	1,547	8,500	6,953	82%
Community events	(2,557)	708	3,266	461%	30,831	22,642	(8,189)	(36%)
Conferences, meetings and travel	2,383	2,350	(33)	(1%)	12,308	11,750	(558)	(5%)
Dues, subscriptions and memberships	1,975	2,163	187	9%	9,266	10,813	1,546	14%
Management Fee	9,646	13,750	4,104	30%	62,207	68,750	6,543	10%
Other operating expenses	-	583	583	100%	-	2,917	2,917	100%
Total expenses	217,121	268,492	51,371	19%	1,351,322	1,402,480	51,158	4%
Transfers								
Transfers - Capital Equipment	-	7,458	7,458	100%	-	37,290	37,290	100% F
Transfers to Admin. Reserve Fund	18,666	18,666	-	100%	99,830	93,330	(6,500)	(7%)
Total transfers	18,666	26,124	7,458	29%	99,830	130,620	30,790	24%
Total expenses after transfers	235,787	294,616	58,829	20%	1,451,152	1,533,100	81,948	5%
Net revenue (expense)	\$ 119,403	\$ 44,963	\$ 74,440	166%	\$ 227,259	\$ 179,638	\$ 47,622	27%

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. Current month actuals include Cold Cases and Cocktails, plus Cans Festival
- B** - Legal fee charges to Rec lower than budgeted
- C** - Legal fee actuals lower than budgeted

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

- A** - Several events exceeded budget YTD: primarily Cold Cases and Cocktails \$9K, Cans Festival \$5K, Spring Bazaar \$2K, Super Hero Party \$3K
- B** - Legal fee charges to Rec lower than budgeted
- C** - Legal fee actuals lower than budgeted
- D** - Budget did not include Q1 newsletter due to Covid (\$14K unfavorable), plus cellular phone exceeded budget (\$3K)
- E** - Variance relates to insurance invoicing timing compared to budget
- F** - The Admin Reserve was overfunded by 1.07M so budgeted transfers were not required

Admin Community Events
YTD May 31, 2022

	Revenue	Expense	Profit/(Loss)
Beer Festival		(2,474)	2,474
Cold Cases & Cocktails	11,988	1,258	10,730
Doggie Splash	250		250
Easter Egg Hunt	600	1,482	(882)
Farmers Market	3,500	36	3,464
Father Daughter Sweetheart Ball	17,830	18,323	(493)
General	170	3,854	(3,684)
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	6,688	(259)	6,947
Princess Teas	2,136	443	1,693
Recycling Events		150	(150)
Spring Bazaar	12,056	241	11,815
Super Hero Party	2,700	1,423	1,277
	<u>60,057</u>	<u>26,228</u>	<u>33,829</u>
July 4th Celebration	-	-	-
July 4th Fireworks		4,601	(4,601)
July 4th Parade		-	-
	<u>-</u>	<u>4,601</u>	<u>(4,601)</u>
Total	<u><u>60,057</u></u>	<u><u>30,830</u></u>	<u><u>29,227</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			
	May 31, 2022		Actual vs. Budget (AvB)		May 31, 2022		Actual vs. Budget (AvB)	
	Actual	Budget	\$	%	Actual	Budget	\$	%
Revenues								
Homeowner assessments and fees	\$ 1,403,097	\$ 1,402,500	\$ 597	0%	\$ 7,011,179	\$ 7,012,500	\$ (1,321)	0%
Recreation programs	406,113	340,468	65,646	19% A	2,182,567	1,840,224	342,343	19% A
Facility operations	49,381	58,669	(9,289)	(16%)	353,573	340,260	13,313	4%
Management Fee	9,646	13,750	(4,104)	(30%)	62,207	68,750	(6,543)	(10%)
Interest and other revenue	33,847	1,667	32,181	1,931% B	185,044	38,083	146,961	386% B
Total revenues	1,902,084	1,817,054	85,030	5%	9,794,570	9,299,817	494,753	5%
Expenses								
Salaries and employee benefits	932,277	994,849	62,571	6%	4,869,752	5,226,639	356,886	7%
Facility operations	160,736	117,166	(43,571)	(37%) C	515,187	460,173	(55,014)	(12%) C
Professional services	29,874	50,392	20,519	41% D	192,971	185,294	(7,677)	(4%)
Advertising	4,501	6,000	1,499	25%	33,836	30,000	(3,836)	(13%)
Office expenses	34,229	39,493	5,264	13%	226,925	197,465	(29,460)	(15%) D
Insurance	35,874	32,259	(3,616)	(11%)	181,145	161,293	(19,852)	(12%)
Information Technology Expenses	61,966	62,126	160	0%	303,067	310,631	7,564	2%
Occupancy	113,730	95,757	(17,973)	(19%)	497,370	471,338	(26,032)	(6%)
Program	67,485	63,054	(4,430)	(7%)	360,790	304,166	(56,624)	(19%) E
Conferences, meetings and travel	985	500	(485)	(97%)	4,187	2,500	(1,687)	(67%)
Licenses and permits	3,067	4,292	1,225	29%	15,952	22,002	6,050	27%
Dues, subscriptions and memberships	58	333	276	83%	8,777	1,667	(7,110)	(427%)
Management Fee	14,175	28,000	13,825	49%	141,067	159,000	17,933	11%
Other operating expenses	(1,805)	83	1,888	2,266%	(98)	2,417	2,514	104%
Total Expenses	1,457,153	1,494,305	37,151	2%	7,350,929	7,534,584	183,654	2%
Transfers								
Transfers for capital equipment	-	-	-	0%	-	-	-	0%
Transfers to Rec. Reserve	52,083	429,464	377,381	88% E	1,742,044	2,119,425	377,381	18% F
Transfers to Bond Fund	83,228	83,228	0	0%	1,546,322	1,539,755	(6,567)	0%
Transfers to Backcountry Fund	37,500	37,500	-	0%	187,500	187,500	-	0%
Total Transfers	172,811	550,192	377,381	69%	3,475,866	3,846,680	370,814	10%
Total Expenses after Transfers	1,629,964	2,044,497	414,532	20%	10,826,795	11,381,264	554,469	5%
Net Revenue (Expense)	\$ 272,120	\$ (227,443)	\$ 499,562	(220%)	\$ (1,032,225)	\$ (2,081,447)	\$ 1,049,221	(50%)

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 primarily relates to favorable Grant Revenue for Preschool and Day Camps in 2022 of \$30k/month.
- C - Variance due to higher than budgeted pool maintenance expenses and Maint & Supplies expenses primarily due to timing vs. budget plus recent change in capitalization policy with higher thresholds
- D - Variance due to Eastridge Construction Review being cancelled
- E - The transfer between Rec Op and Rec Reserve for capital reserves was postponed due to revising the Eastridge remodel project spend. The project is coming in lower than budgeted by \$700K and the monthly transfer will be reduced accordingly and start back up in June

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 due to higher than budgeted pool maintenance expenses and Maint & Supplies expenses primarily due to timing vs. budget plus recent change in capitalization policy with higher thresholds
- 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
- F - The transfer between Rec Op and Rec Reserve for capital reserves was postponed due to revising the Eastridge remodel project spend. The project is coming in lower than budgeted by \$700K and the monthly transfer will be reduced accordingly and start back up in June

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

	2022 MTD Actual vs. 2022 MTD Budget				2022 YTD Actual vs. 2022 YTD Budget					
	May 31, 2022		Actual vs. Budget (AvB)		May 31, 2022		Actual vs. Budget (AvB)			
	Actual	Budget	\$	%	Actual	Budget	\$	%		
Revenues										
Recreation programs	\$ 42,536	\$ 35,000	7,536	22%	A	\$ 115,140	\$ 98,800	16,340	17%	A
Facility operations	\$ 7,491	\$ 8,954	(1,463)	(16%)		\$ 35,089	\$ 44,770	(9,681)	(22%)	B
Interest and other revenue	\$ -	\$ 8	(8)	(100%)		\$ -	\$ 40	(40)	(100%)	
Total revenues	50,027	43,962	6,065	14%		150,229	143,610	6,619	5%	
Expenses										
Salaries and employee benefits	123,137	91,029	(32,108)	(35%)	B	456,503	405,591	(50,912)	(13%)	C
Facility operations	11,323	18,420	7,097	39%	C	27,690	50,600	22,910	45%	D
Professional services	-	-	-			450	1,550	1,100	71%	
Office expenses	528	816	288	35%		2,223	4,834	2,611	54%	
Insurance	3,340	3,500	160	5%		16,699	17,500	801	5%	
Program	34,600	28,000	(6,600)	(24%)	D	94,848	72,900	(21,948)	(30%)	E
Conferences, meetings and travel	5,584	4,000	(1,584)	(40%)		9,810	11,250	1,440	13%	
Licenses and permits	-	110	110	100%		-	550	550	100%	
Total expenses	178,512	145,875	(32,637)	(22%)		608,224	564,775	(43,449)	(8%)	
Transfers										
Transfer To B.C. Reserve Fund	2,505	835	(1,670)	(200%)		4,175	4,175	-	0%	
Transfer from Recreation Fund	(37,500)	(37,500)	-	0%		(187,500)	(187,500)	-	0%	
Total transfers	(34,995)	(36,665)	(1,670)	5%		(183,325)	(183,325)	-	0%	
Total expenses after transfers	143,517	109,210	(34,307)	(31%)		424,899	381,450	(43,449)	(11%)	
Net revenue (expense)	\$ (93,490)	\$ (65,248)	\$ (28,242)	43%		\$ (274,669)	\$ (237,840)	\$ (36,830)	15%	

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** - Horse trail rides and Youth Camp revenue are higher than budgeted
- B** - Staffing was accelerated compared to budget due to labor market challenges
- C** - Variance due timing of Vegetation, Natural Resource and Noxious Weed management
- D** - Variance due to higher expenses in Horse Trail due to increased revenue.

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

- A** - Variance due to horse trail rides and youth camp revenue better than budget.
- B** - Variance due to timing of Cel Tower lease revenue and grazing lease revenue
- C** - Staffing was accelerated compared to budget due to labor market challenges
- D** - Variance due timing of Vegetation, Natural Resource and Noxious Weed management
- E** - 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

HRCRA
Statement of Revenues and Expenses
For the Month Ending May 31, 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	302,755	1,403,097	-	1,705,853	297,333	1,402,500	-	1,699,833	5,422	597	-	6,019	2%	0%	#DIV/0!	0%
Community Improvement Services	15,445	-	-	15,445	10,500	-	-	10,500	4,945	-	-	4,945	47%	#DIV/0!	#DIV/0!	47%
Recreation programs	-	406,113	42,536	448,650	-	340,468	35,000	375,468	-	65,646	7,536	73,182	#DIV/0!	19%	22%	19%
Facility operations	-	49,381	7,491	56,871	-	58,669	8,954	67,623	-	(9,289)	(1,463)	(10,752)	#DIV/0!	-16%	-16%	-16%
Community Events	11,082	-	-	11,082	333	-	-	333	10,749	-	-	10,749	3225%	#DIV/0!	#DIV/0!	3225%
Advertising	2,321	-	-	2,321	-	-	-	-	2,321	-	-	2,321	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Management Fee	14,175	9,646	-	23,821	28,000	13,750	-	41,750	(13,825)	(4,104)	-	(17,929)	-49%	-30%	#DIV/0!	-43%
Interest and other revenue	9,411	33,847	-	43,259	3,413	1,667	8	5,087	5,999	32,181	(8)	38,171	176%	1931%	-100%	750%
Total revenues	355,190	1,902,084	50,027	2,307,301	339,579	1,817,054	43,962	2,200,595	15,611	85,030	6,065	106,706	5%	5%	14%	5%
Expenses																
Salaries and employee benefits	151,382	932,277	123,137	1,206,796	157,093	994,849	91,029	1,242,970	5,711	62,571	(32,108)	36,175	4%	6%	-35%	3%
Facility operations	2,304	160,736	11,323	174,363	1,417	117,166	18,420	137,002	(888)	(43,571)	7,097	(37,361)	-63%	-37%	39%	-27%
Professional services	9,790	29,874	-	39,664	43,309	50,392	-	93,701	33,518	20,519	-	54,037	77%	41%	#DIV/0!	58%
Advertising	-	4,501	-	4,501	-	6,000	-	6,000	-	1,499	-	1,499	#DIV/0!	25%	#DIV/0!	25%
Office expenses	13,032	34,229	528	47,789	10,876	39,493	816	51,185	(2,156)	5,264	288	3,396	-20%	13%	35%	7%
Insurance	5,872	35,874	3,340	45,087	10,753	32,259	3,500	46,512	4,881	(3,616)	160	1,425	45%	-11%	5%	3%
Interest	-	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
IT Expenses	22,948	61,966	-	84,915	24,825	62,126	-	86,951	1,877	160	-	2,036	8%	0%	#DIV/0!	2%
Occupancy	346	113,730	-	114,076	667	95,757	-	96,424	321	(17,973)	-	(17,652)	48%	-19%	#DIV/0!	-18%
Program	-	67,485	34,600	102,085	-	63,054	28,000	91,054	-	(4,430)	(6,600)	(11,030)	#DIV/0!	-7%	-24%	-12%
Community events	(2,557)	-	-	(2,557)	708	-	-	708	3,266	-	-	3,266	461%	#DIV/0!	#DIV/0!	461%
Conferences, meetings and travel	2,383	985	5,584	8,952	2,350	500	4,000	6,850	(33)	(485)	(1,584)	(2,102)	-1%	-97%	-40%	-31%
Licenses and permits	-	3,067	-	3,067	-	4,292	110	4,402	-	1,225	110	1,335	#DIV/0!	29%	100%	30%
Dues, subscriptions and memberships	1,975	58	-	2,033	2,163	333	-	2,496	187	276	-	463	9%	83%	#DIV/0!	19%
Management Fee	9,646	14,175	-	23,821	13,750	28,000	-	41,750	4,104	13,825	-	17,929	30%	49%	#DIV/0!	43%
Other operating expenses	-	(1,805)	-	(1,805)	583	83	-	667	583	1,888	-	2,471	100%	2266%	#DIV/0!	371%
Total expenses	217,121	1,457,153	178,512	1,852,786	268,492	1,494,305	145,875	1,908,672	51,371	37,151	(32,637)	55,885	19%	2%	-22%	3%
Transfers																
Transfers for capital equipment	-	-	-	-	7,458	-	-	7,458	7,458	-	-	7,458	100%	#DIV/0!	#DIV/0!	100%
Transfers to Admin. Reserve Fund	18,666	-	-	18,666	18,666	-	-	18,666	-	-	-	-	0%	#DIV/0!	#DIV/0!	0%
Transfers to Rec. Reserve	-	52,083	-	52,083	-	429,464	-	429,464	-	377,381	-	377,381	#DIV/0!	88%	#DIV/0!	88%
Transfers to Bond Fund	-	83,228	-	83,228	-	83,228	-	83,228	-	0	-	0	#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	2,505	40,005	-	37,500	835	38,335	-	-	(1,670)	(1,670)	#DIV/0!	0%	-200%	-4%
Total Transfers	18,666	172,811	(34,995)	156,482	26,124	550,192	(36,665)	539,651	7,458	377,381	(1,670)	383,169	29%	69%	5%	71%
Total expense after transfers	235,787	1,629,964	143,517	2,009,268	294,616	2,044,497	109,210	2,448,323	58,829	414,532	(34,307)	439,055	20%	20%	-31%	18%
Net revenue (expense)	119,403	272,120	(93,490)	298,033	44,963	(227,443)	(65,248)	(247,728)	74,440	499,562	(28,242)	545,761	166%	-220%	43%	-220%

HRCA
Statement of Revenues and Expenses
For the Year Ending May 31, 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	1,366,382	7,011,179	-	8,377,561	1,413,008	7,012,500	-	8,425,508	(46,626)	(1,321)	-	(47,947)	-3%	0%	#DIV/0!	-1%
Community Improvement Services	62,345	-	-	62,345	52,500	-	-	52,500	9,845	-	-	9,845	19%	#DIV/0!	#DIV/0!	19%
Recreation programs	-	2,182,567	115,140	2,297,708	-	1,840,224	98,800	1,939,024	-	342,343	16,340	358,684	#DIV/0!	19%	17%	18%
Facility operations	-	353,573	35,089	388,662	-	340,260	44,770	385,030	-	13,313	(9,681)	3,632	#DIV/0!	4%	-22%	1%
Community Events	60,027	-	-	60,027	39,667	-	-	39,667	20,360	-	-	20,360	51%	#DIV/0!	#DIV/0!	51%
Advertising	3,213	-	-	3,213	-	-	-	-	3,213	-	-	3,213	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Management Fee	141,067	62,207	-	203,274	170,500	68,750	-	239,250	(29,433)	(6,543)	-	(35,976)	-17%	-10%	#DIV/0!	-15%
Interest and other revenue	45,376	185,044	-	230,421	37,063	38,083	40	75,186	8,314	146,961	(40)	155,235	22%	386%	-100%	206%
Total revenues	1,678,411	9,794,570	150,229	11,623,210	1,712,737	9,299,817	143,610	11,156,165	(34,326)	494,753	6,619	467,046	-2%	5%	5%	4%
Expenses																
Salaries and employee benefits	839,022	4,869,752	456,503	6,165,277	834,701	5,226,639	405,591	6,466,930	(4,321)	356,886	(50,912)	301,653	-1%	7%	-13%	5%
Facility operations	8,058	515,187	27,690	550,936	7,083	460,173	50,600	517,857	(975)	(55,014)	22,910	(33,080)	-14%	-12%	45%	-6%
Professional services	168,087	192,971	450	361,508	216,210	185,294	1,550	403,054	48,123	(7,677)	1,100	41,546	22%	-4%	71%	10%
Advertising	5,720	33,836	-	39,556	10,000	30,000	-	40,000	4,280	(3,836)	-	444	43%	-13%	#DIV/0!	1%
Office expenses	72,419	226,925	2,223	301,566	54,378	197,465	4,834	256,677	(18,041)	(29,460)	2,611	(44,890)	-33%	-15%	54%	-17%
Insurance	23,062	181,145	16,699	220,907	40,506	161,293	17,500	219,299	17,443	(19,852)	801	(1,608)	43%	-12%	5%	-1%
Interest	-	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
IT Expenses	118,795	303,067	-	421,863	114,231	310,631	-	424,862	(4,564)	7,564	-	2,999	-4%	2%	#DIV/0!	1%
Occupancy	1,547	497,370	-	498,917	8,500	471,338	-	479,838	6,953	(26,032)	-	(19,079)	82%	-6%	#DIV/0!	-4%
Program	-	360,790	94,848	455,638	-	304,166	72,900	377,066	-	(56,624)	(21,948)	(78,572)	#DIV/0!	-19%	-30%	-21%
Community events	30,831	-	-	30,831	22,642	-	-	22,642	(8,189)	-	-	(8,189)	-36%	#DIV/0!	#DIV/0!	-36%
Conferences, meetings and travel	12,308	4,187	9,810	26,304	11,750	2,500	11,250	25,500	(558)	(1,687)	1,440	(804)	-5%	-67%	13%	-3%
Licenses and permits	-	15,952	-	15,952	-	22,002	550	22,552	-	6,050	550	6,600	#DIV/0!	27%	100%	29%
Dues, subscriptions and memberships	9,266	8,777	-	18,043	10,813	1,667	-	12,479	1,546	(7,110)	-	(5,564)	14%	-427%	#DIV/0!	-45%
Management Fee	62,207	141,067	-	203,274	68,750	159,000	-	227,750	6,543	17,933	-	24,476	10%	11%	#DIV/0!	11%
Other operating expenses	-	(98)	-	(98)	2,917	2,417	-	5,333	2,917	2,514	-	5,431	100%	104%	#DIV/0!	102%
Total expenses	1,351,322	7,350,929	608,224	9,310,475	1,402,480	7,534,584	564,775	9,501,838	51,158	183,654	(43,449)	191,363	4%	2%	-8%	2%
Transfers																
Transfers for capital equipment	-	-	-	-	37,290	-	-	37,290	37,290	-	-	37,290	100%	#DIV/0!	#DIV/0!	100%
Transfers to Admin. Reserve Fund	99,830	-	-	99,830	93,330	-	-	93,330	(6,500)	-	-	(6,500)	-7%	#DIV/0!	#DIV/0!	-7%
Transfers to Rec. Reserve	-	1,742,044	-	1,742,044	-	2,119,425	-	2,119,425	-	377,381	-	377,381	#DIV/0!	18%	#DIV/0!	18%
Transfers to Bond Fund	-	1,546,322	-	1,546,322	-	1,539,755	-	1,539,755	-	(6,567)	-	(6,567)	#DIV/0!	0%	#DIV/0!	0%
Transfers to Backcountry Reserve	-	-	(187,500)	(187,500)	-	-	(187,500)	(187,500)	-	-	-	-	#DIV/0!	#DIV/0!	0%	0%
Transfers to Backcountry Fund	-	187,500	4,175	191,675	-	187,500	4,175	191,675	-	-	-	-	#DIV/0!	0%	0%	0%
Total Transfers	99,830	3,475,866	(183,325)	3,392,371	130,620	3,846,680	(183,325)	3,793,975	30,790	370,814	-	401,604	24%	10%	0%	11%
Total expense after transfers	1,451,152	10,826,795	424,899	12,702,846	1,533,100	11,381,264	381,450	13,295,813	81,948	554,469	(43,449)	592,967	5%	5%	-11%	4%
Net revenue (expense)	227,259	(1,032,225)	(274,669)	(1,079,636)	179,638	(2,081,447)	(237,840)	(2,139,649)	47,622	1,049,221	(36,830)	1,060,013	27%	-50%	15%	-50%