



# HIGHLANDS RANCH

## COMMUNITY ASSOCIATION

**Highlands Ranch Community Association**

**Financial Statements**

**May 31, 2024**

**HRCA Financial Statements**  
**May 31, 2024**  
**Table of Contents**

<b>Item</b>	<b>Page Number</b>
Income Statement - All Funds	3
Balance Sheet - All Funds	4
Statement of Cash Flows - All Funds	6
Variance Analysis Administrative	7
Administrative Events Profit/Loss	9
Events Budget by Month	10
Variance Analysis Recreation	11
Variance Analysis Backcountry	13
Income Statement - Month	14
Income Statement - Year	15

**Highlands Ranch Community Association, Inc.**  
**Statement of Revenues and Expenses for All Funds**  
**For the Five Months Ending May 31, 2024**

	ADMINISTRATIVE			RECREATION		BACKCOUNTRY		DEBT SERVICE		ELIMINATIONS	TOTAL
	OPERATING	RESERVE	OSCA	OPERATING	RESERVE	OPERATING	RESERVE	& PLANT			
<b>Revenues</b>											
Homeowner assessments	\$ 817,202	\$ -	\$ -	\$ 7,773,118	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,590,320
Homeowner fees	279,249	-	-	-	-	-	-	-	-	-	279,249
Community improvement services	63,119	-	-	-	-	-	-	-	-	-	63,119
Legal Revenue	8,515	-	-	-	-	-	-	-	-	-	8,515
Recreation programs	70,918	-	-	2,682,192	-	171,082	-	-	-	-	2,924,192
Facility operations	-	-	-	551,648	-	3,114	-	-	(27,500)	-	527,262
Community events	54,861	-	-	-	-	-	-	-	-	-	54,861
Advertising	-	-	-	-	-	-	-	-	-	-	-
Interest	105,179	10,445	112,316	102,774	67,672	-	2,192	68,895	-	-	469,473
Other revenue	49,624	-	-	224,450	36,000	97,493	-	-	-	-	407,567
<b>Total revenues</b>	<b>1,448,667</b>	<b>10,445</b>	<b>112,316</b>	<b>11,334,182</b>	<b>103,672</b>	<b>271,689</b>	<b>2,192</b>	<b>68,895</b>	<b>(27,500)</b>		<b>13,324,558</b>
<b>Expenses</b>											
Salaries	679,436	-	-	4,508,415	-	427,120	-	-	-	-	5,614,971
Employee benefits	218,691	-	-	1,195,314	-	123,617	-	-	-	-	1,537,622
Facility operations	20,320	-	-	476,801	217,877	36,452	-	-	-	-	751,450
Depreciation Expense	-	37,575	-	-	-	-	42,070	1,206,764	-	-	1,286,409
Professional services	120,438	-	-	97,305	-	-	-	-	-	-	217,743
Advertising	34	-	-	23,802	-	-	-	-	-	-	23,836
Office expenses	137,802	-	-	261,491	-	1,886	-	-	-	-	401,179
Insurance	28,071	-	-	197,286	-	18,282	-	-	-	-	243,639
Interest	-	-	-	-	-	-	-	77,846	-	-	77,846
Information Technology Expenses	92,392	1,547	-	285,277	4,866	20	2,213	-	-	-	386,315
Occupancy	28,278	-	-	581,651	-	-	-	-	(27,500)	-	582,429
Program	52,936	-	-	393,897	-	103,310	-	-	-	-	550,143
Community events	41,028	-	-	-	-	-	-	-	-	-	41,028
Conferences, meetings and travel	4,142	-	-	3,844	-	9,587	-	-	-	-	17,573
Licenses and permits	-	-	-	28,361	-	-	-	-	-	-	28,361
Dues, subscriptions and memberships	5,794	-	-	3,779	-	-	-	-	-	-	9,573
Other operating expenses	335	-	-	387	-	-	-	-	-	-	722
<b>Total expenses</b>	<b>1,429,697</b>	<b>39,122</b>	<b>-</b>	<b>8,057,610</b>	<b>222,743</b>	<b>720,274</b>	<b>44,283</b>	<b>1,284,610</b>	<b>(27,500)</b>		<b>11,770,839</b>
(Gains) / Losses	-	-	-	-	-	-	-	393,386	-	-	393,386
<b>Excess (deficiency) of revenues over expense</b>	<b>18,970</b>	<b>(28,677)</b>	<b>112,316</b>	<b>3,276,572</b>	<b>(119,071)</b>	<b>(448,585)</b>	<b>(42,091)</b>	<b>(1,609,101)</b>	<b>-</b>		<b>1,160,333</b>
<b>Transfers</b>											
Transfers to Backcountry Fund	-	-	-	(239,583)	-	239,583	-	-	-	-	-
Transfers for Capital Equipment	-	-	-	-	-	-	-	-	-	-	-
Transfers for Reserves	-	-	(94,178)	(2,604,166)	(350,096)	-	94,178	2,954,262	-	-	-
<b>Total transfers (Out) / In</b>	<b>-</b>	<b>-</b>	<b>(94,178)</b>	<b>(2,843,749)</b>	<b>(350,096)</b>	<b>239,583</b>	<b>94,178</b>	<b>2,954,262</b>	<b>-</b>		<b>-</b>
<b>Net revenues (expenses)</b>	<b>\$ 18,970</b>	<b>\$ (28,677)</b>	<b>\$ 18,138</b>	<b>\$ 432,823</b>	<b>\$ (469,167)</b>	<b>\$ (209,002)</b>	<b>\$ 52,087</b>	<b>\$ 1,345,161</b>	<b>\$ -</b>		<b>\$ 1,160,333</b>

**Highlands Ranch Community Association, Inc.**  
**Balance Sheet for All Funds**  
**As of May 31, 2024**

	ADMINISTRATIVE		OSCA	RECREATION		BACKCOUNTRY		DEBT SERVICE	ELIMINATIONS	TOTAL
	OPERATING	RESERVE		OPERATING	RESERVE	OPERATING	RESERVE	& PLANT		
<b>ASSETS</b>										
<b>Cash &amp; Equivalents</b>										
1000 - Wells Fargo Invest Sweep	\$ 1,184,626	\$ -	\$ -	\$ 1,650,214	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,834,840
1002 - Wells Fargo Payroll Checking	71,535	-	-	-	-	-	-	-	-	71,535
1003 - Wells Fargo Rec Operating Checking	156	-	-	(169,051)	-	-	-	-	-	(168,895)
1004 - Wells Fargo BC Operating Checking	-	-	-	-	-	175,145	-	-	-	175,145
1005 - Wells Fargo Admin Operating Checking	(8,159)	-	-	-	-	-	-	-	-	(8,159)
<b>Wells Fargo Checking, Payroll and Sweep</b>	<b>1,248,158</b>	-	-	<b>1,481,163</b>	-	<b>175,145</b>	-	-	-	<b>2,904,466</b>
1010 - Front Range Bank MM	-	-	-	247,913	-	-	-	-	-	247,913
<b>Other Investment Accounts</b>	-	-	-	<b>247,913</b>	-	-	-	-	-	<b>247,913</b>
1017 - WF Bond Fund Suppl. Reserve Trustee	-	-	-	-	-	-	-	1,842,533	-	1,842,533
1020 - Wells Fargo Bond Fund Prepayments	-	-	-	-	-	-	-	126	-	126
1021 - Wells Fargo Bond Fund Trustee	-	-	-	-	-	-	-	1,578,659	-	1,578,659
<b>Wells Fargo Bond Fund Accounts</b>	-	-	-	-	-	-	-	<b>3,421,318</b>	-	<b>3,421,318</b>
1022 - Morgan Stanley Capital Project Fund	-	-	-	-	2,006,946	-	-	-	-	2,006,946
1024 - Morgan Stanley OSCA	-	-	5,344,617	-	-	-	-	-	-	5,344,617
1026 - Morgan Stanley Rec Reserve MM	-	-	-	-	1,014,404	-	-	-	-	1,014,404
1050 - Morgan Stanley Admin Op	2,434,859	-	-	-	-	-	-	-	-	2,434,859
1051 - Morgan Stanley Rec Op	-	-	-	6,096,514	-	-	-	-	-	6,096,514
<b>Morgan Stanley</b>	<b>2,434,859</b>	-	<b>5,344,617</b>	<b>6,096,514</b>	<b>3,021,350</b>	-	-	-	-	<b>16,897,340</b>
1028 - RBC Wealth Mgmt Admin Reserve MM	-	589,930	-	-	-	-	-	-	-	589,930
1032 - RBC Wealth Mgmt BC Reserve CD	-	-	-	-	-	-	193,543	-	-	193,543
<b>RBC Wealth Management</b>	-	<b>589,930</b>	-	-	-	-	<b>193,543</b>	-	-	<b>783,473</b>
<b>Cash on Hand</b>	<b>(1,224)</b>	-	-	<b>2,846</b>	-	-	-	-	-	<b>1,622</b>
<b>Total Cash &amp; Equivalents</b>	<b>3,681,793</b>	<b>589,930</b>	<b>5,344,617</b>	<b>7,828,436</b>	<b>3,021,350</b>	<b>175,145</b>	<b>193,543</b>	<b>3,421,318</b>	-	<b>24,256,132</b>
<b>Accounts Receivable and Other Assets</b>										
1100 - AR-Assessments & Legal	33,428	-	-	323,135	-	-	-	-	-	356,563
1105 - Allowance for Doubtful Accounts	(11,606)	-	-	(62,455)	-	-	-	-	-	(74,061)
1180 - AR- Covenants & Legal	123,005	-	-	-	-	-	-	-	-	123,005
2102 - Unearned CIS Fines & Fees	(105,266)	-	-	-	-	-	-	-	-	(105,266)
1191 - Accrued Interest Receivable	-	3,166	11,974	-	11,930	-	71	14,127	-	41,268
1195 - Miscellaneous Receivable	78,079	-	-	17,920	-	-	-	-	-	95,999
1196 - Misc Rec – PM Shared Credit	-	-	-	62,002	-	-	-	-	-	62,002
1200 - Prepaid Expense	84,979	-	-	224,182	-	27,123	-	-	-	336,284
1205 - Prepaid Insurance	19,700	-	-	136,824	-	11,141	-	-	-	167,665
1210 - Inventory	-	-	-	42,964	-	-	-	-	-	42,964
1225 - Undeposited Funds	(333)	-	-	-	-	-	-	-	-	(333)
1250 - Interfund Receivable	1,745,004	75,319	(35,166)	1,002,181	(39,434)	330,284	10,314	-	(3,088,502)	-
1260 - Intercompany Receivable 501c3	5,334	-	-	1,764	4,720	15,833	-	-	-	27,651
1600 - Bond Issuance Costs	-	-	-	-	-	-	-	8,971	-	8,971
<b>Total Accounts Receivable and Other Assets</b>	<b>1,972,324</b>	<b>78,485</b>	<b>(23,192)</b>	<b>1,748,517</b>	<b>(22,784)</b>	<b>384,381</b>	<b>10,385</b>	<b>23,098</b>	-	<b>1,082,712</b>
<b>Fixed Assets</b>										
Fixed Assets - Cost	-	794,912	-	-	-	-	1,587,699	80,463,141	-	82,845,752
Fixed Assets - Accumulated Depreciation	-	(464,848)	-	-	-	-	(1,017,797)	(45,397,034)	-	(46,879,679)
<b>Total Fixed Assets</b>	-	<b>330,064</b>	-	-	-	-	<b>569,902</b>	<b>35,066,107</b>	-	<b>35,966,073</b>
<b>Total ASSETS</b>	<b>\$ 5,654,117</b>	<b>\$ 998,479</b>	<b>\$ 5,321,425</b>	<b>\$ 9,576,953</b>	<b>\$ 2,998,566</b>	<b>\$ 559,526</b>	<b>\$ 773,830</b>	<b>\$ 38,510,523</b>	<b>\$ -</b>	<b>\$ 61,304,917</b>

Highlands Ranch Community Association, Inc.  
Balance Sheet for All Funds  
As of May 31, 2024

	ADMINISTRATIVE		OSCA	RECREATION		BACKCOUNTRY		DEBT SERVICE	ELIMINATIONS	TOTAL
	OPERATING	RESERVE		OPERATING	RESERVE	OPERATING	RESERVE	& PLANT		
<b>LIABILITIES &amp; EQUITY</b>										
<b>Liabilities</b>										
2000 - Accounts Payable	9,247	-	-	118,066	-	10,723	-	-	-	138,036
2005 - Accrued Expenses	50,047	-	-	221,845	-	56,591	3,552	-	-	332,035
2006 - Accrued AP - PM Shared Credit	-	-	-	(249)	-	-	-	-	-	(249)
2007 - FAMLI Payable	1,071	-	-	15,766	-	783	-	-	-	17,620
2009 - Colorado Payback	3,332	-	-	5,543	-	2,134	-	-	-	11,009
2015 - Accrued Bond Interest Payable	-	-	-	-	-	-	-	93,415	-	93,415
2020 - Sales Taxes Payable - State	-	-	-	407	-	-	-	-	-	407
2045 - Accrued Payroll & Vacation Expense	117,689	-	-	762,762	-	105,004	-	-	-	985,455
2050 - AFLAC Pre-Tax	(70)	-	-	69	-	-	-	-	-	(1)
2100 - Unearned Assessments	86,966	-	-	1,105,348	-	-	-	-	-	1,192,314
2101 - Deferred Assessments	210,993	-	-	1,549,749	-	-	-	-	-	1,760,742
2105 - Unearned Program & Facilities Revenue	51,904	-	-	2,204,477	-	-	-	-	-	2,256,381
2110 - Unearned Other Revenue	-	-	-	26,632	-	4,359	-	-	-	30,991
2250 - Interfund Payable	1,686,049	75,319	44,241	123,639	560,424	588,515	10,314	-	(3,088,502)	(1)
2260 - Intercompany Payable 501c3	-	-	-	-	-	-	-	-	-	-
2610 - Bonds Payable - 2004 Series	-	-	-	-	-	-	-	3,140,000	-	3,140,000
<b>Total Liabilities</b>	<b>2,217,228</b>	<b>75,319</b>	<b>44,241</b>	<b>6,134,054</b>	<b>560,424</b>	<b>768,109</b>	<b>13,866</b>	<b>3,233,415</b>	<b>(3,088,502)</b>	<b>9,958,154</b>
<b>Equity</b>										
Retained Earnings	3,418,723	991,262	5,227,083	3,011,298	2,904,859	419	715,893	33,931,947	-	50,201,484
3030 - Other Comprehensive Income	(804)	(39,425)	31,963	(1,222)	2,450	-	(8,016)	-	-	(15,054)
Net Income	18,970	(28,677)	18,138	432,823	(469,167)	(209,002)	52,087	1,345,161	-	1,160,333
<b>Total Equity (Fund Balance)</b>	<b>3,436,889</b>	<b>923,160</b>	<b>5,277,184</b>	<b>3,442,899</b>	<b>2,438,142</b>	<b>(208,583)</b>	<b>759,964</b>	<b>35,277,108</b>	<b>-</b>	<b>51,346,763</b>
<b>Total LIABILITIES &amp; EQUITY</b>	<b>\$ 5,654,117</b>	<b>\$ 998,479</b>	<b>\$ 5,321,425</b>	<b>\$ 9,576,953</b>	<b>\$ 2,998,566</b>	<b>\$ 559,526</b>	<b>\$ 773,830</b>	<b>\$ 38,510,523</b>	<b>\$ (3,088,502)</b>	<b>\$ 61,304,917</b>

**Highlands Ranch Community Association  
Statement of Cash Flows for All Funds  
For the Five Months Ending May 31, 2024**

	ADMINISTRATIVE		OSCA	RECREATION		BACKCOUNTRY		DEBT SERVICE & PLANT	TOTAL
	OPERATING	RESERVE		OPERATING	RESERVE	OPERATING	RESERVE		
<b>Cash flows from operating activities</b>									
Excess (deficiency) of revenues over expenses	\$ 18,970	\$ (28,677)	\$ 18,138	\$ 432,823	\$ (469,167)	\$ (209,002)	\$ 52,087	\$ 1,345,161	\$ 1,160,333
Adjustment to reconcile excess (deficiency) of revenues over expenses to net cash from (used for) operating activities									
Depreciation expense	-	37,575	-	-	-	-	42,070	1,206,764	1,286,409
(Gain) loss on asset disposal	-	-	-	-	-	-	-	393,386	393,386
Interest expense attributable to amortization of bond issuance costs	-	-	-	-	-	-	-	-	-
Bad debt expense	-	-	-	-	-	-	-	-	-
(Increase) decrease in operating assets									
Assessments receivable, net	929	-	-	(54,876)	-	-	-	-	(53,947)
Accounts receivable, other	113,557	7,496	22,172	3,383	(2,352)	(5,400)	1,211	6	140,073
Prepaid expenses and other assets	(1,206)	-	-	103,185	-	(13,395)	-	-	88,584
Other	(1,222)	(30,820)	(7,519)	(1,227)	(5,183)	7,002	(6,790)	-	(45,759)
Increase (decrease) in operating liabilities									
Accounts payable and accrued expenses	(484,361)	-	-	381,231	(1)	95,932	3,552	77,846	74,199
Accrued payroll and related items	-	-	-	-	-	-	-	-	-
Assessments paid in advance	(47,326)	-	-	(650,791)	-	-	-	-	(698,117)
Deferred revenue	122,375	-	-	2,541,723	-	4,359	-	-	2,668,457
<b>Net cash from (used for) operating activities</b>	<b>(278,284)</b>	<b>(14,426)</b>	<b>32,791</b>	<b>2,755,451</b>	<b>(476,703)</b>	<b>(120,504)</b>	<b>92,130</b>	<b>3,023,163</b>	<b>5,013,618</b>
<b>Cash flows from investing activities</b>									
Proceeds from sale of equipment	-	-	-	-	-	-	-	-	-
Purchases of property and equipment	-	(66,769)	-	-	-	-	(111,045)	(2,954,260)	(3,132,075)
<b>Net cash from (used for) investing activities</b>	<b>-</b>	<b>(66,769)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(111,045)</b>	<b>(2,954,260)</b>	<b>(3,132,075)</b>
<b>Cash flows from financing activities</b>									
Payment of accounts payable for property and equipment	-	-	-	-	-	-	-	-	-
Bond principal payments	-	-	-	-	-	-	-	-	-
Net borrowing and transfers among funds	(1,158,006)	-	70,863	497,285	366,264	218,378	5,215	-	(1)
<b>Net cash from (used for) financing activities</b>	<b>(1,158,006)</b>	<b>-</b>	<b>70,863</b>	<b>497,285</b>	<b>366,264</b>	<b>218,378</b>	<b>5,215</b>	<b>-</b>	<b>(1)</b>
Net change in cash, cash equivalents, and restricted cash	(1,436,290)	(81,195)	103,654	3,252,736	(110,439)	97,874	(13,700)	68,902	1,881,542
Cash, cash equivalents, and restricted cash, beginning of year	5,118,083	671,125	5,240,963	4,575,700	3,131,789	77,271	207,243	3,352,416	22,374,590
Cash, cash equivalents, and restricted cash, end of year	<b>\$ 3,681,793</b>	<b>\$ 589,930</b>	<b>\$ 5,344,617</b>	<b>\$ 7,828,436</b>	<b>\$ 3,021,350</b>	<b>\$ 175,145</b>	<b>\$ 193,543</b>	<b>\$ 3,421,318</b>	<b>\$ 24,256,132</b>

**HRC Administrative Fund**  
**Variance Analysis - Actual vs. Budget**  
**For the Five Months Ending May 31, 2024**

	Current Month				Year To Date			
	Actual	Budget	Variance		Actual	Budget	Variance	
			\$	%			\$	%
<b>Revenues</b>								
Homeowner assessments	\$ 167,283	\$ 163,637	\$ 3,646	2%	\$ 817,202	\$ 818,186	\$ (984)	0%
Homeowner fees	83,288	101,980	(18,693)	(18%)	279,249	266,155	13,093	5%
Community improvement services	17,051	18,000	(949)	(5%)	63,119	72,000	(8,881)	(12%)
Legal Revenue	1,070	2,500	(1,430)	(57%)	8,515	12,500	(3,985)	(32%)
Recreation programs	25,049	24,100	949	4%	70,918	70,500	418	1%
Community events	7,573	6,350	1,223	19%	54,861	47,550	7,311	15%
Advertising	-	-	-	-	-	-	-	-
Interest	18,580	11,334	7,246	64%	105,179	56,672	48,507	86% <b>A</b>
Other revenue	11,993	11,792	201	2%	49,624	74,960	(25,336)	(34%) <b>B</b>
<b>Total revenues</b>	<b>331,888</b>	<b>339,694</b>	<b>(7,806)</b>	<b>(2%)</b>	<b>1,448,667</b>	<b>1,418,524</b>	<b>30,143</b>	<b>2%</b>
<b>Expenses</b>								
Salaries	142,608	134,911	(7,697)	(6%)	679,436	639,411	(40,026)	(6%)
Employee benefits	38,105	37,563	(541)	(1%)	218,691	187,121	(31,570)	(17%) <b>C</b>
Facility operations	3,834	3,150	(684)	(22%)	20,320	16,050	(4,270)	(27%)
Professional services	22,744	31,393	8,649	28%	120,438	164,967	44,529	27% <b>D</b>
Advertising	-	1,500	1,500	100%	34	7,500	7,466	100%
Office expenses	23,184	21,201	(1,983)	(9%)	137,802	85,404	(52,398)	(61%) <b>E</b>
Insurance	5,614	5,850	236	4%	28,071	29,250	1,179	4%
Information Technology Expenses	22,502	18,273	(4,229)	(23%)	92,392	91,364	(1,027)	(1%)
Occupancy	5,574	5,600	26	0%	28,278	28,000	(278)	(1%)
Program	19,184	18,400	(784)	(4%)	52,936	52,900	(36)	0%
Community events	2,304	2,350	46	2%	41,028	38,000	(3,028)	(8%)
Conferences, meetings and travel	115	1,505	1,390	92%	4,142	7,465	3,323	45%
Dues, subscriptions and memberships	857	1,260	403	32%	5,794	6,300	506	8%
Other operating expenses	-	-	-	-	335	-	(335)	-
<b>Total expenses</b>	<b>286,626</b>	<b>282,956</b>	<b>(3,669)</b>	<b>(1%)</b>	<b>1,429,696</b>	<b>1,353,731</b>	<b>(75,965)</b>	<b>(6%)</b>
(Gains) / Losses	-	-	-	-	-	-	-	-
<b>Excess (deficiency) of revenues over expenses</b>	<b>45,262</b>	<b>56,738</b>	<b>(11,476)</b>	<b>(20%)</b>	<b>18,971</b>	<b>64,793</b>	<b>(45,822)</b>	<b>(71%)</b>
<b>Transfers</b>								
Transfers to Backcountry Fund	-	-	-	-	-	-	-	-
Transfers for Capital Equipment	-	-	-	-	-	-	-	-
Transfers for Reserves	-	-	-	-	-	-	-	-
<b>Total transfers In / (Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net revenues (expenses)</b>	<b>\$ 45,262</b>	<b>\$ 56,738</b>	<b>\$ (11,476)</b>	<b>(20%)</b>	<b>\$ 18,971</b>	<b>\$ 64,793</b>	<b>\$ (45,822)</b>	<b>(71%)</b>

Variance materiality = \$20k and 10%

**HRCA Administrative Fund  
Variance Analysis - Actual vs. Budget  
For the Five Months Ending May 31, 2024**

**Variance Discussion - MTD Actual vs. Budget**

---

No items met scope

**Variance Discussion - YTD Actual vs. Budget**

---

- A -** Interest income exceeds budget YTD due to increased interest rates.
- B -** Other revenue is unfavorable to budget due to lower sponsorship revenue than anticipated.
- C -** Employee benefits are higher than budget primarily due to increased medical insurance as a result of higher than anticipated plan participation (\$25K). In addition, retirement plan and employee relations expenses exceeded budget.
- D -** Professional services are favorable to budget because the budget includes costs for a community survey which may occur later in the year.
- E -** Office expenses are unfavorable to budget due to higher postage/printing/newsletter expenses (\$42K), bank/credit card fees (\$11K), and office supplies (\$5K); offset by lower election expenses and other (\$6)



**Administrative Fund Community Events  
For the Five Months Ending May 31, 2024**

	<b>Revenue</b>	<b>Expense</b>	<b>Profit/(Loss)</b>
Adult Swim Night	-	-	-
Beer Festival	-	(26)	(26)
Beer Festival donation	-	-	-
Cans Festival	4,771	(200)	4,571
Coffee with a Cop	-	(209)	(209)
Cold Cases and Cocktails	6,116	(610)	5,506
Doggie Splash	-	-	-
Easter Egg Hunt	700	(4,365)	(3,665)
Fall Craft Show	-	-	-
Farmers Market	3,500	(673)	2,827
Father Daughter Sweetheart Ball	19,462	(27,593)	(8,132)
Garage Sale	-	-	-
General	-	(3,211)	(3,211)
Glow in the Dark Yoga	-	-	-
Golf Tournament	-	-	-
Golf Tournament donation	-	-	-
HRCA Camp Cups	-	-	-
HRCA Socks	191	-	191
Hometown Holiday Celebration	-	-	-
House Decorations	-	-	-
Jewelry Show	-	-	-
July 4th Fireworks	-	-	-
July 4th Parade	-	-	-
Miscellaneous Pop Up Events	3,202	(1,872)	1,330
Miscellaneous Tastings	-	-	-
Oaked & Smoked	-	-	-
Other	-	(120)	(120)
Paranormal Party	-	-	-
Princess Teas	2,670	(1,213)	1,457
Rose in the Ranch	-	-	-
Recycling Events	-	-	-
Spirit Tastings	-	-	-
Spring Bazaar	14,249	-	14,249
Super Hero Party	-	-	-
Tacos and Tequila	-	(937)	(937)
Touch a Truck	-	-	-
	<b>54,861</b>	<b>(41,028)</b>	<b>13,833</b>

Community Relations & Marketing

FY23 BUDGET - COMMUNITY EVENTS

	Jan Budget	Feb Budget	Mar Budget	Apr Budget	May Budget	Jun Budget	Jul Budget	Aug Budget	Sep Budget	Oct Budget	Nov Budget	Dec Budget	Total Budget
<b>4400 - Community Events Revenue</b>													
Tacos and Tequila	-	-	-	-	-	-	-	14,150	-	-	-	-	14,150
Cold Cases and Cocktails	-	-	6,000	-	-	-	-	-	-	6,000	-	-	12,000
HRCA Socks	-	-	-	-	-	-	-	-	100	-	-	-	100
Easter Egg Hunt	-	-	-	300	-	-	-	-	-	-	-	-	300
July 4th Parade	-	-	-	-	-	-	2,500	-	-	-	-	-	2,500
Farmers Market	-	-	-	3,500	-	-	-	-	3,500	-	-	-	7,000
Hometown Holiday Celebration	-	-	-	-	-	-	-	-	-	-	-	-	-
Beer Festival	-	-	-	-	-	88,500	-	-	-	-	-	-	88,500
Cans Festival	-	-	-	-	6,100	-	-	-	-	-	-	-	6,100
Spring Bazaar	-	-	12,500	-	-	-	-	-	-	-	-	-	12,500
Garage Sale	-	-	-	1,200	-	-	-	-	-	-	-	-	1,200
Fall Craft Show	-	-	-	-	-	-	-	-	16,000	-	-	-	16,000
Miscellaneous Tastings	-	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Pop Up Events	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Doggie Splash	-	-	-	-	-	-	-	-	3,300	-	-	-	3,300
Paranormal Party	-	-	-	-	-	-	-	-	-	3,200	-	-	3,200
Jewelry Show	-	-	-	-	-	-	-	-	-	-	-	-	-
Glow in the Dark Yoga	-	-	-	-	-	-	-	-	-	-	-	-	-
Father Daughter Sweetheart Ball	12,000	-	-	-	-	-	-	-	-	-	-	11,000	23,000
Oaked & Smoked	-	-	-	-	-	-	26,000	-	-	-	-	-	26,000
Super Hero Party	-	2,000	-	-	-	-	-	-	-	-	-	-	2,000
Princess Teas	2,700	-	-	-	-	-	-	-	-	-	-	2,700	5,400
	14,950	2,250	18,750	5,250	6,350	88,750	28,750	14,400	23,150	9,450	250	13,950	226,250
<b>5100 - Community Events Expense</b>													
Tacos and Tequila	-	-	-	-	-	-	-	-	10,500	-	-	-	10,500
July 4th Fireworks	-	-	-	-	-	-	22,000	-	-	-	-	-	22,000
House Decorating	-	-	-	-	-	-	-	-	-	-	-	-	-
Coffee with a Cop	-	-	250	250	250	-	-	250	-	250	-	250	1,500
Cold Cases and Cocktails	-	-	1,000	-	-	-	-	-	-	1,000	-	-	2,000
Senior Fair	-	-	-	-	-	-	-	-	-	-	-	-	-
General	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Easter Egg Hunt	-	-	-	5,500	-	-	-	-	-	-	-	-	5,500
July 4th Parade	-	-	-	-	-	-	16,500	-	-	-	-	-	16,500
Farmers Market	-	-	-	250	-	-	-	-	-	-	-	-	250
Hometown Holiday Celebration	-	-	-	-	-	-	-	-	-	-	-	-	-
Beer Festival	-	-	-	-	-	88,500	-	-	-	-	-	-	88,500
Cans Festival	-	-	-	-	1,600	-	-	-	-	-	-	-	1,600
Spring Bazaar	-	-	400	-	-	-	-	-	-	-	-	-	400
Garage Sale	-	-	-	200	-	-	-	-	-	-	-	-	200
Fall Craft Show	-	-	-	-	-	-	-	-	-	500	-	-	500
Miscellaneous Tastings	-	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Pop Up Events	-	-	1,000	200	-	-	1,000	-	-	-	1,000	-	3,200
Doggie Splash	-	-	-	-	-	-	-	-	250	-	-	-	250
Paranormal Party	-	-	-	-	-	-	-	-	-	4,000	-	-	4,000
Jewelry Show	-	-	-	-	-	-	-	-	-	-	250	250	500
Glow in the Dark Yoga	-	-	-	-	-	-	-	-	-	-	-	-	-
Father Daughter Sweetheart Ball	-	22,500	-	-	-	-	-	-	-	-	-	-	22,500
Oaked & Smoked	-	-	-	-	-	-	17,000	-	-	-	-	-	17,000
Super Hero Party	850	-	-	-	-	-	-	-	-	-	-	-	850
Princess Teas	-	1,250	-	-	-	-	-	-	-	-	1,300	-	2,550
	1,350	24,250	3,150	6,900	2,350	89,000	57,000	750	11,250	6,250	3,050	1,000	206,300
<b>Net Income</b>	<b>13,600</b>	<b>(22,000)</b>	<b>15,600</b>	<b>(1,650)</b>	<b>4,000</b>	<b>(250)</b>	<b>(28,250)</b>	<b>13,650</b>	<b>11,900</b>	<b>3,200</b>	<b>(2,800)</b>	<b>12,950</b>	<b>19,950</b>

**HRCRA Recreation Fund**  
**Variance Analysis - Actual vs. Budget**  
**For the Five Months Ending May 31, 2024**

	Current Month				Year To Date			
	Actual	Budget	Variance		Actual	Budget	Variance	
			\$	%			\$	%
<b>Revenues</b>								
Homeowner assessments	\$ 1,550,190	\$ 1,550,413	\$ (223)	0%	\$ 7,773,118	\$ 7,752,063	\$ 21,056	0%
Recreation programs	495,359	470,125	25,234	5%	2,682,192	2,485,927	196,265	8%
Facility operations	83,112	78,181	4,931	6%	551,648	551,986	(338)	0%
Interest	28,070	14,467	13,603	94%	102,774	72,336	30,438	42%
Other revenue	-	5,010	(5,010)	(100%)	224,450	35,550	188,900	531%
<b>Total revenues</b>	<b>2,156,731</b>	<b>2,118,196</b>	<b>38,535</b>	<b>2%</b>	<b>11,334,182</b>	<b>10,897,862</b>	<b>436,320</b>	<b>4%</b>
<b>Expenses</b>								
Salaries	975,865	938,430	(37,435)	(4%)	4,508,415	4,343,148	(165,267)	(4%)
Employee benefits	239,357	218,035	(21,322)	(10%)	1,195,314	1,061,038	(134,276)	(13%)
Facility operations	102,706	114,280	11,574	10%	476,801	515,017	38,216	7%
Professional services	14,210	18,600	4,390	24%	97,305	93,000	(4,305)	(5%)
Advertising	5,002	6,550	1,548	24%	23,802	32,750	8,948	27%
Office expenses	42,897	42,961	64	0%	261,491	239,143	(22,348)	(9%)
Insurance	39,457	41,075	1,618	4%	197,286	205,375	8,089	4%
Information Technology Expenses	61,280	58,153	(3,127)	(5%)	285,277	290,766	5,489	2%
Occupancy	112,501	124,134	11,633	9%	581,651	639,174	57,523	9%
Program	86,320	90,982	4,662	5%	393,897	434,522	40,626	9%
Conferences, meetings and travel	675	475	(200)	(42%)	3,844	1,995	(1,849)	(93%)
Licenses and permits	13,640	14,725	1,085	7%	28,361	29,063	701	2%
Dues, subscriptions and memberships	1,177	250	(927)	(371%)	3,779	1,250	(2,529)	(202%)
Other operating expenses	45	-	(45)		387	-	(387)	
<b>Total expenses</b>	<b>1,695,131</b>	<b>1,668,649</b>	<b>(26,481)</b>	<b>(2%)</b>	<b>8,057,610</b>	<b>7,886,242</b>	<b>(171,368)</b>	<b>(2%)</b>
(Gains) / Losses	-	-	-		-	-	-	
<b>Excess (deficiency) of revenues over expenses</b>	<b>461,600</b>	<b>449,547</b>	<b>12,054</b>	<b>3%</b>	<b>3,276,572</b>	<b>3,011,620</b>	<b>264,951</b>	<b>9%</b>
<b>Transfers</b>								
Transfers to Backcountry Fund	(47,917)	(47,917)	-	0%	(239,583)	(239,583)	-	0%
Transfers for Capital Equipment	-	-	-		-	-	-	
Transfers for Reserves	(520,834)	(520,833)	(1)	0%	(2,604,166)	(2,604,167)	1	0%
<b>Total transfers In / (Out)</b>	<b>(568,751)</b>	<b>(568,750)</b>	<b>(1)</b>	<b>0%</b>	<b>(2,843,749)</b>	<b>(2,843,750)</b>	<b>1</b>	<b>0%</b>
<b>Net revenues (expenses)</b>	<b>\$ (107,150)</b>	<b>\$ (119,203)</b>	<b>\$ 12,053</b>	<b>(10%)</b>	<b>\$ 432,822</b>	<b>\$ 167,870</b>	<b>\$ 264,952</b>	<b>158%</b>

Variance materiality = \$25k and 10%

**HRCR Recreation Fund  
Variance Analysis - Actual vs. Budget  
For the Five Months Ending May 31, 2024**

**Variance Discussion - MTD and YTD Actual vs. Budget**

---

No items met scope

**Variance Discussion - YTD Actual vs. Budget**

---

- A -** Interest income exceeds budget YTD due to increased interest rates.
- B -** Other revenue exceeds budget due to insurance reimbursement for tornado damage (\$145K), grant received from HRCAA for SR curtain (\$25K), preschool grant (\$16K), and higher than expected grants and donations related to our therapeutic recreation programs (\$3K).
- C -** Employee benefits are higher than budget due to increased medical insurance as a result of higher than anticipated plan participation (\$48), increased vacation expense (\$56K), increased payroll taxes (\$43); and increased workers comp expenses (\$8K); offset by savings in employee development and recruiting costs (\$12K) and retirement plan contributions (\$9K).

**HRC Backcountry Fund**  
**Variance Analysis - Actual vs. Budget**  
**For the Five Months Ending May 31, 2024**

	Current Month				Year To Date			
	Actual	Budget	Variance		Actual	Budget	Variance	
			\$	%			\$	%
<b>Revenues</b>								
Recreation programs	\$ 75,429	\$ 77,500	\$ (2,071)	(3%)	\$ 171,082	\$ 230,250	\$ (59,168)	(26%)
Facility operations	623	1,354	(731)	(54%)	3,114	6,770	(3,656)	(54%)
Interest	-	-	-		-	100	(100)	(100%)
Other revenue	15,833	15,833	-	0%	97,493	88,415	9,078	10%
<b>Total revenues</b>	<b>91,885</b>	<b>94,687</b>	<b>(2,802)</b>	<b>(3%)</b>	<b>271,689</b>	<b>325,535</b>	<b>(53,846)</b>	<b>(17%)</b>
<b>Expenses</b>								
Salaries	120,170	124,015	3,845	3%	427,120	465,028	37,908	8%
Employee benefits	28,224	28,550	326	1%	123,617	128,229	4,612	4%
Facility operations	13,485	14,600	1,115	8%	36,452	45,360	8,908	20%
Office expenses	180	390	210	54%	1,886	2,850	964	34%
Insurance	3,656	3,800	144	4%	18,282	19,000	718	4%
Information Technology Expenses	-	-	-		20	-	(20)	(100%)
Program	30,717	22,100	(8,617)	(39%)	103,310	106,000	2,690	3%
Conferences, meetings and travel	3,973	4,550	577	13%	9,587	11,150	1,563	14%
Other operating expenses	-	-	-		-	-	-	
<b>Total expenses</b>	<b>200,406</b>	<b>198,005</b>	<b>(2,401)</b>	<b>(1%)</b>	<b>720,273</b>	<b>777,617</b>	<b>57,344</b>	<b>7%</b>
<b>Excess (deficiency) of revenues over expenses</b>	<b>(108,521)</b>	<b>(103,318)</b>	<b>(5,203)</b>	<b>5%</b>	<b>(448,584)</b>	<b>(452,082)</b>	<b>3,498</b>	<b>(1%)</b>
<b>Transfers</b>								
Transfers to Backcountry Fund	47,917	47,917	-	0%	239,583	239,583	-	0%
Transfers for Capital Equipment	-	-	-		-	-	-	
Transfers for Reserves	-	-	-		-	-	-	
<b>Total transfers In / (Out)</b>	<b>47,917</b>	<b>47,917</b>	<b>-</b>	<b>0%</b>	<b>239,583</b>	<b>239,583</b>	<b>-</b>	<b>0%</b>
<b>Net revenues (expenses)</b>	<b>\$ (60,604)</b>	<b>\$ (55,401)</b>	<b>\$ (5,203)</b>	<b>9%</b>	<b>\$ (209,001)</b>	<b>\$ (212,498)</b>	<b>\$ 3,498</b>	<b>(2%)</b>

Variance materiality = \$10k and 10%

**Variance Discussion - YTD Actual vs. Budget**

**A** - Recreation programs revenue is unfavorable to budget due to Wild Roots class running Tuesday/Thursday through the spring instead of M-F as contemplated, and fewer horse camp classes due to weather.

**HRCA**  
**Statement of Revenues and Expenses**  
**May 31, 2024**

	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
<b>Revenues</b>																
Homeowner assessments and fees	167,283	1,550,190	-	1,717,473	163,637	1,550,413	-	1,714,050	3,646	(223)	-	3,423	2%	0%		0%
Homeowner fees	83,288	-	-	83,288	101,980	-	-	101,980	(18,693)	-	-	(18,693)	-18%			-18%
Community Improvement Services	17,051	-	-	17,051	18,000	-	-	18,000	(949)	-	-	(949)	-5%			-5%
Legal Revenue	1,070	-	-	1,070	2,500	-	-	2,500	(1,430)	-	-	(1,430)	-57%			-57%
Recreation programs	25,049	495,359	75,429	595,837	24,100	470,125	77,500	571,725	949	25,234	(2,071)	24,112	4%	5%	-3%	4%
Facility operations	-	83,112	623	83,735	-	78,181	1,354	79,535	-	4,931	(731)	4,200		6%	-54%	5%
Community Events	7,573	-	-	7,573	6,350	-	-	6,350	1,223	-	-	1,223	19%			19%
Advertising	-	-	-	-	-	-	-	-	-	-	-	-				
Interest	18,580	28,070	-	46,650	11,334	14,467	-	25,802	7,246	13,603	-	20,849	64%	94%		81%
Other revenue	11,993	-	15,833	27,826	11,792	5,010	15,833	32,635	201	(5,010)	-	(4,809)	2%	-100%	0%	-15%
<b>Total revenues</b>	<b>331,888</b>	<b>2,156,731</b>	<b>91,885</b>	<b>2,580,504</b>	<b>339,694</b>	<b>2,118,196</b>	<b>94,687</b>	<b>2,552,577</b>	<b>(7,806)</b>	<b>38,535</b>	<b>(2,802)</b>	<b>27,926</b>	<b>-2%</b>	<b>2%</b>	<b>-3%</b>	<b>1%</b>
<b>Expenses</b>																
Salaries	142,608	975,865	120,170	1,238,642	134,911	938,430	124,015	1,197,356	(7,697)	(37,435)	3,845	(41,286)	-6%	-4%	3%	-3%
Employee benefits	38,105	239,357	28,224	305,685	37,563	218,035	28,550	284,148	(541)	(21,322)	326	(21,538)	-1%	-10%	1%	-8%
Facility operations	3,834	102,706	13,485	120,025	3,150	114,280	14,600	132,030	(684)	11,574	1,115	12,005	-22%	10%	8%	9%
Professional services	22,744	14,210	-	36,954	31,393	18,600	-	49,993	8,649	4,390	-	13,039	28%	24%		26%
Advertising	-	5,002	-	5,002	1,500	6,550	-	8,050	1,500	1,548	-	3,048	100%	24%		38%
Office expenses	23,184	42,897	180	66,261	21,201	42,961	390	64,552	(1,983)	64	210	(1,709)	-9%	0%	54%	-3%
Insurance	5,614	39,457	3,656	48,728	5,850	41,075	3,800	50,725	236	1,618	144	1,997	4%	4%	4%	4%
Interest	-	-	-	-	-	-	-	-	-	-	-	-				
IT Expenses	22,502	61,280	-	83,782	18,273	58,153	-	76,426	(4,229)	(3,127)	-	(7,356)	-23%	-5%		-10%
Occupancy	5,574	112,501	-	118,075	5,600	124,134	-	129,734	26	11,633	-	11,659	0%	9%		9%
Program	19,184	86,320	30,717	136,222	18,400	90,982	22,100	131,482	(784)	4,662	(8,617)	(4,740)	-4%	5%	-39%	-4%
Community events	2,304	-	-	2,304	2,350	-	-	2,350	46	-	-	46	2%			2%
Conferences, meetings and travel	115	675	3,973	4,763	1,505	475	4,550	6,530	1,390	(200)	577	1,767	92%	-42%	13%	27%
Licenses and permits	-	13,640	-	13,640	-	14,725	-	14,725	-	1,085	-	1,085		7%		7%
Dues, subscriptions and memberships	857	1,177	-	2,034	1,260	250	-	1,510	403	(927)	-	(524)	32%	-371%		-35%
Other operating expenses	-	45	-	45	-	-	-	-	-	(45)	-	(45)				
<b>Total expenses</b>	<b>286,626</b>	<b>1,695,131</b>	<b>200,406</b>	<b>2,182,162</b>	<b>282,956</b>	<b>1,668,649</b>	<b>198,005</b>	<b>2,149,611</b>	<b>(3,669)</b>	<b>(26,481)</b>	<b>(2,401)</b>	<b>(32,551)</b>	<b>-1%</b>	<b>-2%</b>	<b>-1%</b>	<b>-2%</b>
<b>Transfers</b>																
Transfers to Backcountry Fund	-	(47,917)	47,917	-	-	(47,917)	47,917	-	-	-	-	-		0%	0%	
Transfers for Capital Equipment	-	-	-	-	-	-	-	-	-	-	-	-				
Transfers for Reserves	-	(520,834)	-	(520,834)	-	(520,833)	-	(520,833)	-	(1)	-	(1)		0%		0%
<b>Total Transfers In / (Out)</b>	<b>-</b>	<b>(568,751)</b>	<b>47,917</b>	<b>(520,834)</b>	<b>-</b>	<b>(568,750)</b>	<b>47,917</b>	<b>(520,833)</b>	<b>-</b>	<b>(1)</b>	<b>-</b>	<b>(1)</b>		<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Net revenue (expense)</b>	<b>45,262</b>	<b>(107,150)</b>	<b>(60,604)</b>	<b>(122,492)</b>	<b>56,738</b>	<b>(119,203)</b>	<b>(55,401)</b>	<b>(117,867)</b>	<b>(11,476)</b>	<b>12,053</b>	<b>(5,203)</b>	<b>(4,626)</b>	<b>-20%</b>	<b>-10%</b>	<b>9%</b>	<b>4%</b>

**HRCA**  
**Statement of Revenues and Expenses**  
**For the Five Months Ending May 31, 2024**

	YTD Actuals				YTD Budget				YTD Variance				YTD % Variance				
	Admin	Rec	BC	Total	Admin	Rec	BC	Total	Admin	Rec	BC	Total	Admin	Rec	BC	Total	
<b>Revenues</b>																	
Homeowner assessments and fees	817,202	7,773,118	-	8,590,320	818,186	7,752,063	-	8,570,249	(984)	21,056	-	20,071	0%	0%		0%	
Homeowner fees	279,249	-	-	279,249	266,155	-	-	266,155	13,093	-	-	13,093	5%			5%	
Community Improvement Services	63,119	-	-	63,119	72,000	-	-	72,000	(8,881)	-	-	(8,881)	-12%			-12%	
Legal Revenue	8,515	-	-	8,515	12,500	-	-	12,500	(3,985)	-	-	(3,985)	-32%			-32%	
Recreation programs	70,918	2,682,192	171,082	2,924,193	70,500	2,485,927	230,250	2,786,677	418	196,265	(59,168)	137,515	1%	8%	-26%	5%	
Facility operations	-	551,648	3,114	554,761	-	551,986	6,770	558,756	-	(338)	(3,656)	(3,995)		0%	-54%	-1%	
Community Events	54,861	-	-	54,861	47,550	-	-	47,550	7,311	-	-	7,311	15%			15%	
Interest	105,179	102,774	-	207,953	56,672	72,336	100	129,108	48,507	30,438	(100)	78,845	86%	42%	-100%	61%	
Other revenue	49,624	224,450	97,493	371,567	74,960	35,550	88,415	198,925	(25,336)	188,900	9,078	172,642	-34%	531%	10%	87%	
<b>Total revenues</b>	<b>1,448,667</b>	<b>11,334,182</b>	<b>271,689</b>	<b>13,054,537</b>	<b>1,418,524</b>	<b>10,897,862</b>	<b>325,535</b>	<b>12,641,921</b>	<b>30,143</b>	<b>436,320</b>	<b>(53,846)</b>	<b>412,617</b>	<b>2%</b>	<b>4%</b>	<b>-17%</b>	<b>3%</b>	
<b>Expenses</b>																	
Salaries	679,436	4,508,415	427,120	5,614,971	639,411	4,343,148	465,028	5,447,586	(40,026)	(165,267)	37,908	(167,385)	-6%	-4%	8%	-3%	
Employee benefits	218,691	1,195,314	123,617	1,537,622	187,121	1,061,038	128,229	1,376,388	(31,570)	(134,276)	4,612	(161,234)	-17%	-13%	4%	-12%	
Facility operations	20,320	476,801	36,452	533,573	16,050	515,017	45,360	576,427	(4,270)	38,216	8,908	42,853	-27%	7%	20%	7%	
Professional services	120,438	97,305	-	217,743	164,967	93,000	-	257,967	44,529	(4,305)	-	40,224	27%			16%	
Advertising	34	23,802	-	23,836	7,500	32,750	-	40,250	7,466	8,948	-	16,414	100%	27%		41%	
Office expenses	137,802	261,491	1,886	401,179	85,404	239,143	2,850	327,397	(52,398)	(22,348)	964	(73,782)	-61%	-9%	34%	-23%	
Insurance	28,071	197,286	18,282	243,638	29,250	205,375	19,000	253,625	1,179	8,089	718	9,987	4%	4%	4%	4%	
Interest	-	-	-	-	-	-	-	-	-	-	-	-					
IT Expenses	92,392	285,277	20	377,689	91,364	290,766	-	382,131	(1,027)	5,489	(20)	4,442	-1%	2%		1%	
Occupancy	28,278	581,651	-	609,929	28,000	639,174	-	667,174	(278)	57,523	-	57,245	-1%	9%		9%	
Program	52,936	393,897	103,310	550,142	52,900	434,522	106,000	593,422	(36)	40,626	2,690	43,281	0%	9%	3%	7%	
Community events	41,028	-	-	41,028	38,000	-	-	38,000	(3,028)	-	-	(3,028)	-8%			-8%	
Conferences, meetings and travel	4,142	3,844	9,587	17,573	7,465	1,995	11,150	20,610	3,323	(1,849)	1,563	3,037	45%	-93%	14%	15%	
Licenses and permits	-	28,361	-	28,361	-	29,063	-	29,063	-	701	-	701		2%		2%	
Dues, subscriptions and memberships	5,794	3,779	-	9,572	6,300	1,250	-	7,550	506	(2,529)	-	(2,022)	8%	-202%		-27%	
Other operating expenses	335	387	-	722	-	-	-	-	(335)	(387)	-	(722)					
<b>Total expenses</b>	<b>1,429,696</b>	<b>8,057,610</b>	<b>720,273</b>	<b>10,207,579</b>	<b>1,353,731</b>	<b>7,886,242</b>	<b>777,617</b>	<b>10,017,590</b>	<b>(75,965)</b>	<b>(171,368)</b>	<b>57,344</b>	<b>(189,990)</b>	<b>-6%</b>	<b>-2%</b>	<b>7%</b>	<b>-2%</b>	
<b>Transfers</b>																	
Transfers to Backcountry Fund	-	(239,583)	239,583	-	-	(239,583)	239,583	-	-	-	-	-		0%	0%		
Transfers for Capital Equipment	-	-	-	-	-	-	-	-	-	-	-	-					
Transfers for Reserves	-	(2,604,166)	-	(2,604,166)	-	(2,604,167)	-	(2,604,167)	-	1	-	1		0%		0%	
<b>Total Transfers In / (Out)</b>	<b>-</b>	<b>(2,843,749)</b>	<b>239,583</b>	<b>(2,604,166)</b>	<b>-</b>	<b>(2,843,750)</b>	<b>239,583</b>	<b>(2,604,167)</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>1</b>		<b>0%</b>	<b>0%</b>		<b>0%</b>
<b>Net revenue (expense)</b>	<b>18,971</b>	<b>432,822</b>	<b>(209,001)</b>	<b>242,792</b>	<b>64,793</b>	<b>167,870</b>	<b>(212,498)</b>	<b>20,164</b>	<b>(45,822)</b>	<b>264,952</b>	<b>3,498</b>	<b>222,628</b>	<b>-71%</b>	<b>158%</b>	<b>-2%</b>	<b>1104%</b>	