

MCA

2021 COMMUNITY BUDGET

PRESENTED

November 18th, 2020

8351 Northfield Blvd • Denver CO 80238 • (303)388-0724
www.mca80238.com



POOLS / PARKS / PROGRAMS

“From Parks and Pools to Programs and People”

2021 BUDGET SUMMARY

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MISSION STATEMENT

The MCA is a 501(c) 4 Non-Profit Community Management Organization whose mission it is to create and sustain a sense of community through comprehensive support and management of community facilities and programming.



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MASTER COMMUNITY ASSOCIATION INC.

AUTHORITY & FUNDING

The MCA was originally created in 2001 by Forest City (The Developer) through the statutes identified in the Colorado Common Ownership Act of 1973 (CCIOA) to be responsible for the management of all common elements created, ensure the enforcement of all covenants and establish rules necessary for the operation of the community.

The MCA is funded through monthly assessments levied to each property owner within the boundaries of the planned unit development (PUD). The assessment authority granted through Colorado state statute is outlined in the Association’s Declaration, which residents are provided when they purchased property. All property owners (residential & commercial) within the PUD are members of the MCA and are subject to these community assessments.

GOVERNANCE

Since 2006 the MCA has been a self-managed organization consisting of the Executive Board, Community Delegates and an Executive Director. The “Community Delegates” set annual assessment rates as part of the budgeting process. The neighborhood is currently organized into 11 delegate districts of representing 1,000 residents till properties along with commercial and apartments located within the district . Members of each district elect one delegate annually to act as the primary advisory committee to the Executive Board. The Executive Board is the governing body, which transacts the regular business of the MCA. The Executive Director manages the day-to-day operations of the organization and oversees MCA staff and contractors.



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What We Do

We operate the communities “Special District” property and assets through comprehensive parks and recreation management, ongoing recreational and cultural programming, and ensure for the long-term operation and sustainability of all public facilities and assets. We are responsible for the operation all property owned by the Park Creek Metropolitan District, which includes community pools, amphitheaters, community parks, pedestrian paths, parkways and alleys for the common benefit of all residents.

Parks & Alleys

The MCA manages over 60 parks that are spread throughout the entire community. These include parks, trails, playgrounds, sport fields and picnic areas. In addition, the MCA manages 60 miles of public alleys designed to service individual properties.

Pools

The MCA operates and maintains seven (7) outdoor pool facilities that are designed to meet the needs of the community. Generally, outdoor pools open Memorial Day weekend and close for the season on Labor Day.

Programs

The MCA produces and supports community events and programs to create a vibrancy and sense of community for our residents and businesses. Many of our community events are centered around the South Green located within the 29th Avenue Town Center and the North Green located in the Conservatory Green neighborhood. The event season kicks into high gear May through September. The summer boasts something for everyone, from outdoor movies to live concerts and our celebrated outdoor markets. The CUBE at Conservatory Green hosts community events as well as private events throughout the entire year.

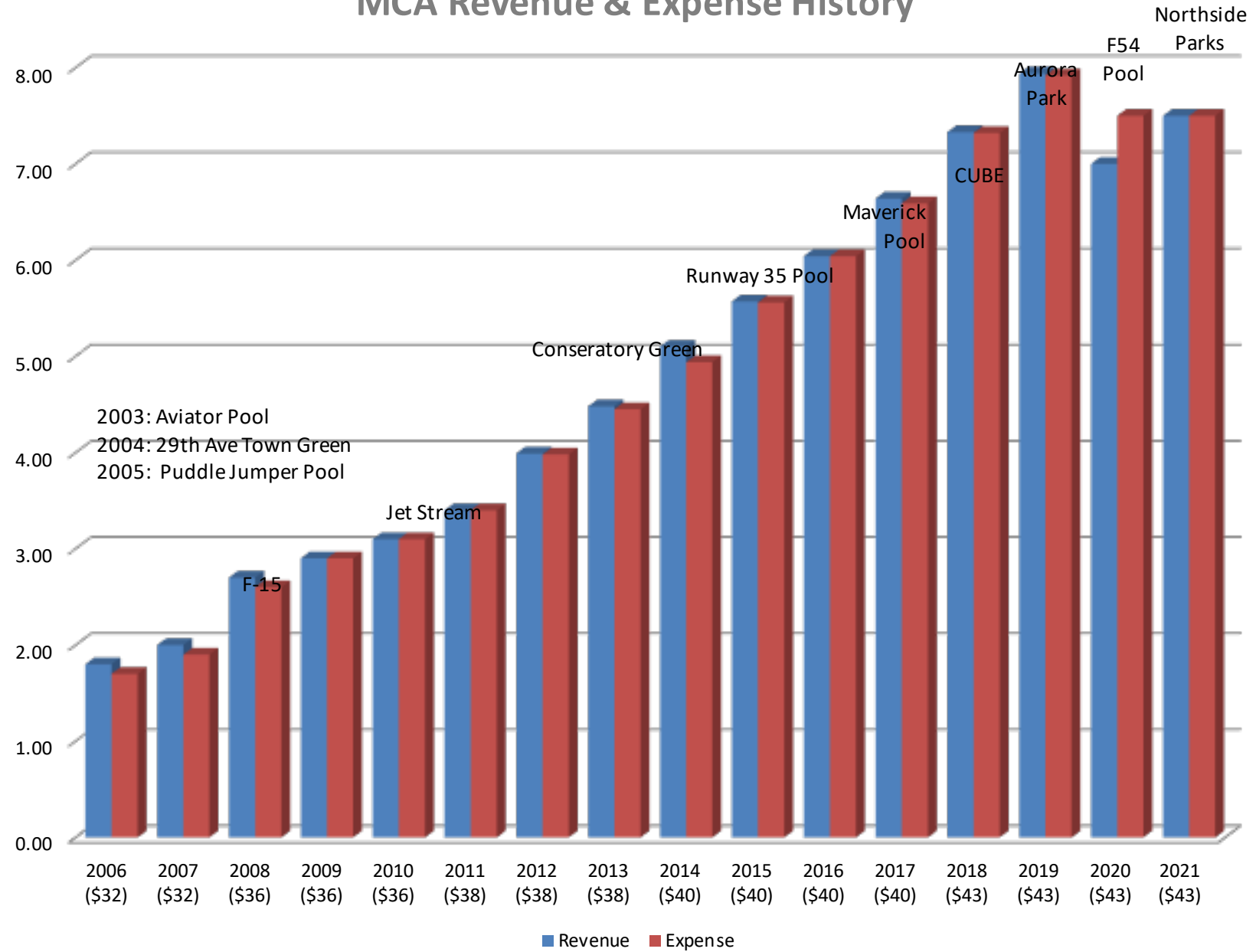
Covenant Control

The MCA maintains covenant control throughout all the neighborhoods which is designed to enforce rules over property owner’s responsibility to maintain their properties to the community standard. These covenants apply to both the landscaping and exterior structures. In addition, improvements to individual properties must be approved through the MCA’s design review

COMMUNITY INVESTMENT FUND

The MCA supports workforce development, affordable housing, education, sustainable development and parks & open space with the collection of the Community Fee which is currently contributing over \$1.5M annually towards these important initiatives.

MCA Revenue & Expense History



MCA

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2020 ESTIMATED ACTUALS VS. BUDGET

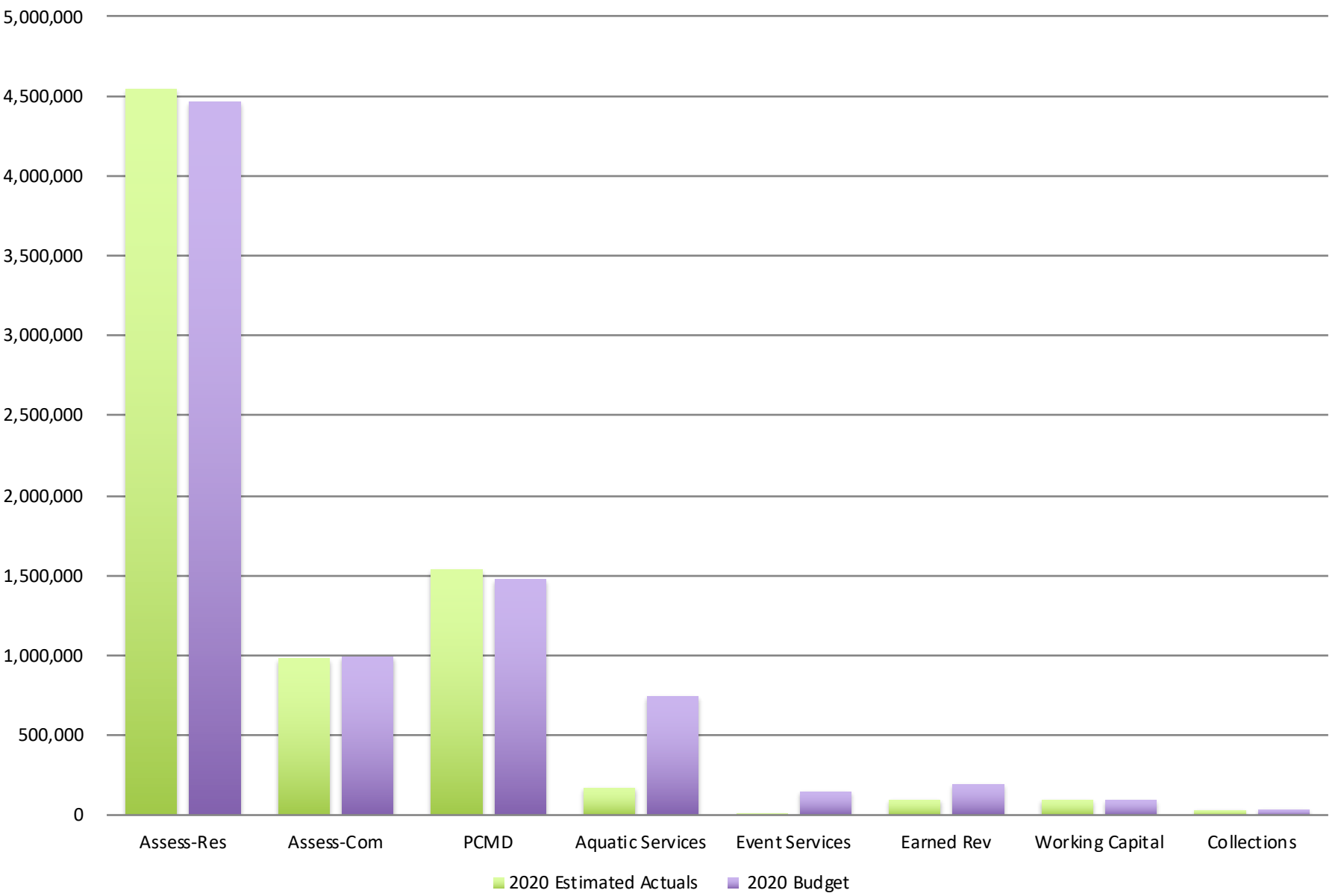
Master Community Association, INC.

Statement of Activities

January through December

	2020 Estimated						
	Actuals	2020 Budget	Over/Under	%	2021 Budget	Over/Under	%
Ordinary Income/Expense							
Income							
Assess-Res	4,541,037	4,464,241	76,796	2%	4,844,360	303,323	6%
Assess-Com	979,224	992,380	(13,156)	-1%	995,056	15,832	2%
PCMD	1,534,068	1,475,797	58,271	4%	1,705,468	171,400	10%
Aquatic Services	174,420	744,270	(569,850)	-77%	200,000	25,580	13%
Event Services	15,456	150,500	(135,044)	-90%	25,000	9,544	38%
Earned Rev	99,626	197,400	(97,774)	-50%	17,500	(82,126)	-469%
Working Capital	98,200	96,000	2,200	2%	120,000	21,800	18%
Collections	34,297	37,800	(3,503)	-9%	34,800	503	1%
Total Income	7,476,328	8,158,388	(682,060.00)	-8%	7,942,184	465,856	6%
Expense							
Admin & PR	999,887	1,008,000	(8,113)	-1%	1,085,724	85,837	8%
Office & CR	755,318	759,900	(4,582)	-1%	778,512	23,194	3%
Assess Manage	176,383	218,400	(42,017)	-19%	178,500	2,117	1%
Prof Services	71,233	70,400	833	1%	67,200	(4,033)	-6%
Insurance	195,136	202,000	(6,864)	-3%	190,656	(4,480)	-2%
Programming	296,656	665,200	(368,544)	-55%	330,000	33,344	10%
Parks	1,852,117	1,564,850	287,267	18%	1,763,950	(88,167)	-5%
Pools	957,255	1,393,270	(436,015)	-31%	1,161,448	204,193	18%
PCMD	1,458,587	1,456,797	1,790	0%	1,624,256	165,669	10%
Repair & Improve	690,000	720,000	(30,000)	-4%	540,000	(150,000)	-28%
Other	16,311	24,000	(7,689)		21,000	4,689	22%
Total Expense	7,468,883	8,082,817	(613,934)	-8%	7,741,246	272,363	4%
Net Ordinary Income	7,445	75,571			200,938		

2020 Revenue



2020 Expense

2,000,000

1,800,000

1,600,000

1,400,000

1,200,000

1,000,000

800,000

600,000

400,000

200,000

0

Admin & PR

Office & CR

Assess
Manage

Prof Services

Insurance

Programming

Parks

Pools

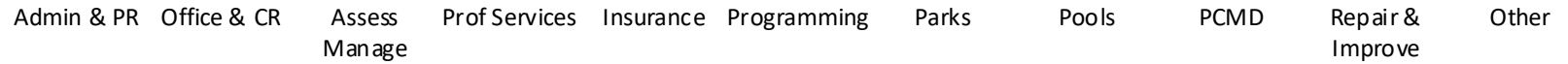
PCMD

Repair &
Improve

Other

2020 Estimated Actuals

2020 Budget





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COMMUNITY PARKS AND FACILITIES

It is the Mission of the MCA Community Parks & Facilities Department to maintain and operate all community parks and facilities in accordance with the established community standards. The parks and facilities department will ensure the ongoing preventative maintenance needed for maximum lifespan of each individual facility. The MCA Parks and facilities department will oversee and/or manage all annual capital improvement projects (CIP) and will ensure proper future maintenance procedures are outlined for each.

Parks & Facilities

- The MCA provides the maintenance and operation of 5 interactive water features that operate between April and October. MCA manages the system as a whole and determines the most efficient operating structure to best respond to the seasonal demands of residents.
- The MCA provides the maintenance and operation of 60 community parks, Parkways, Medians, ROW and storm water facilities.
- The MCA maintains 6,000 trees.
- The MCA maintains 250 trash & recycling stations in public spaces
- The MCA maintains 120 dog stations
- The MCA manages mosquito control throughout all storm water facilities throughout the community.

Repair & Replacements

1. Parks = TBD
2. Parkways = TBD
3. Alleys = TBD

Improvement Priorities

Revitalization projects, Shade, Lighting and additional uses,





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POOLS & AQUATICS

The mission of MCA Aquatics is to recruit, train and deploy a qualified and customer service oriented staff intended to provide a safe and accessible facility for the residents to swim and recreate on a daily basis. The MCA aquatics department recruits, trains and deploys a qualified teaching staff to ensure sufficient aquatic programming is offered for each skill level and interest group that show the critical mass necessary to make programs financially viable. The MCA Aquatics department also recruits, trains and deploys qualified front desk and concession staff necessary to fully operate each aquatic facility in accordance with the community standards.

• Number of Active Resident Cards.....	14,500
• Annual usage (6 pools).....	150,000
• Maximum Daily users	3,500
• Swim Classes offered.....	550
• Program Participants....	3,000
• Program Participant days.....	37,000
• Swim Team.....	400+

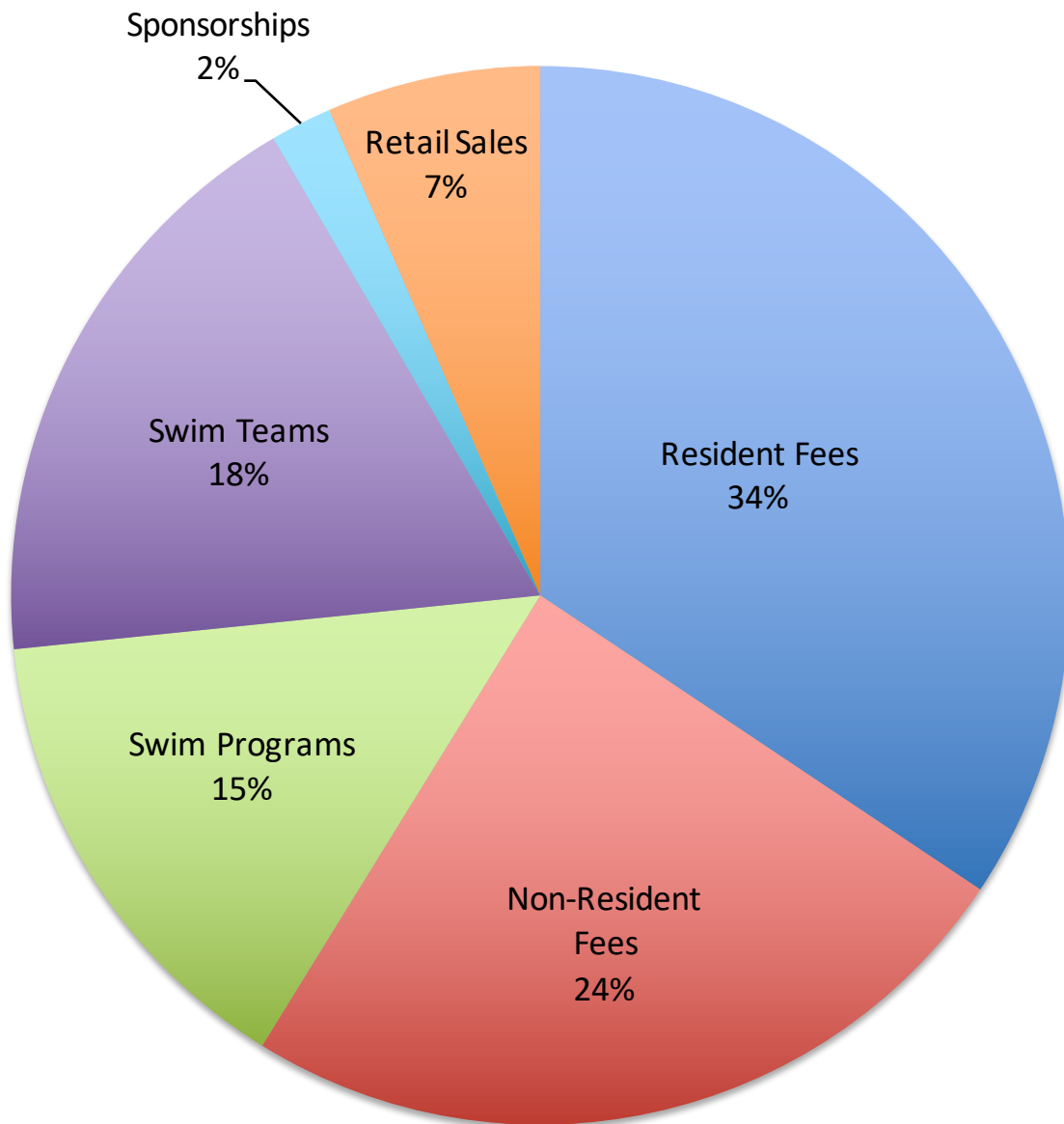
Pool

- MCA operates 7 pools from Memorial Day to Labor Day
- MCA hires and trains a seasonal staff of approximately 150 seasonal employees to operate pools, lessons and swim teams
- MCA operates a full range of swim programs to the community including: swim team; learn to swim and adult programs
- MCA operates pool concession, facility rentals and event hosting.

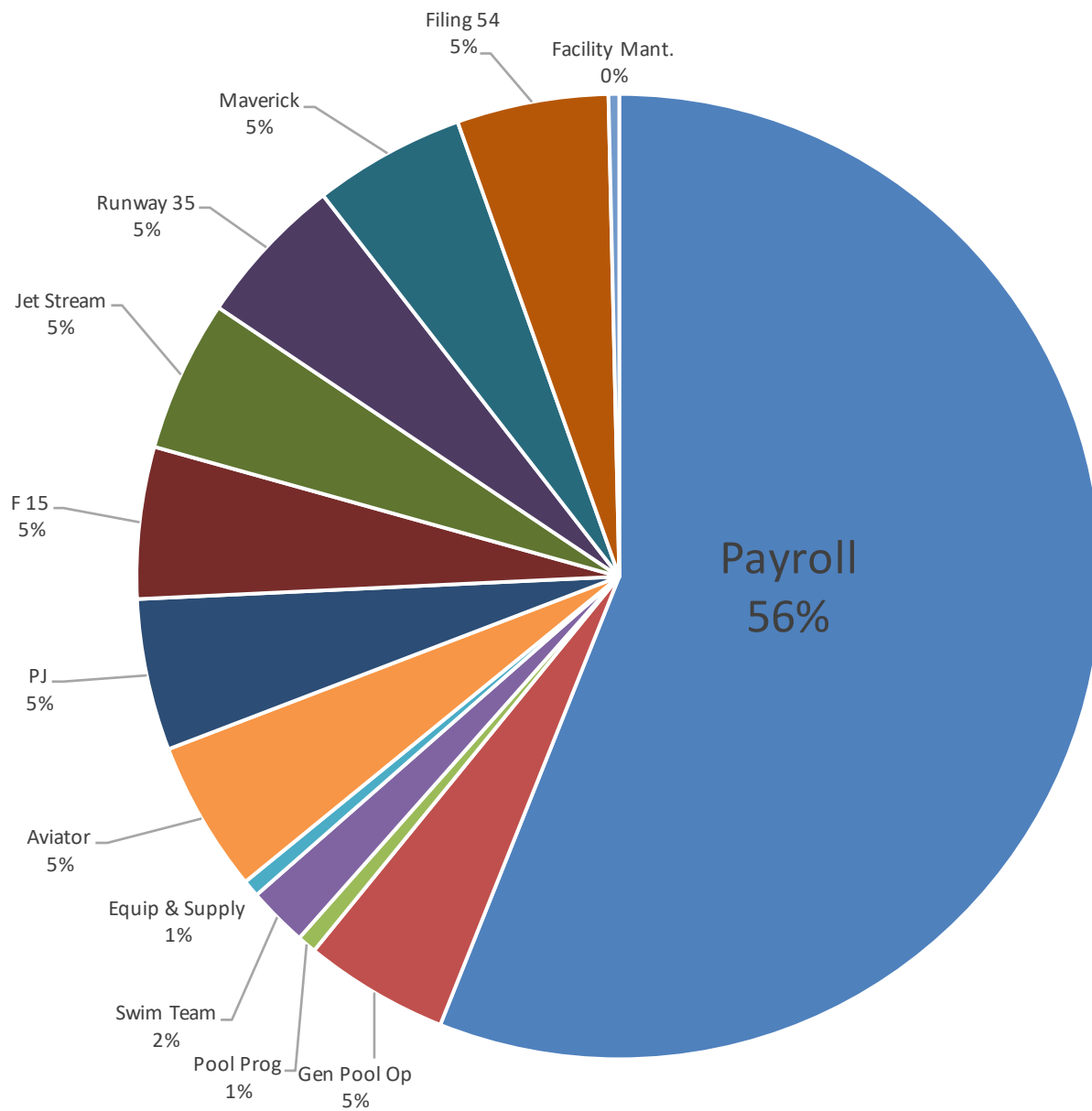
Pool Fees

- Resident card fee will increase to \$40 per year per card (must either own or lease eligible property or be a qualified dependent of the owner / lessor.
- Non-Resident fees will be set at \$10 per regular entry.
- Swim programs will remain the same per session (\$8 per class for standard session \$42-\$50)

2021 Aquatics Revenue



2021 Aquatic Expenses





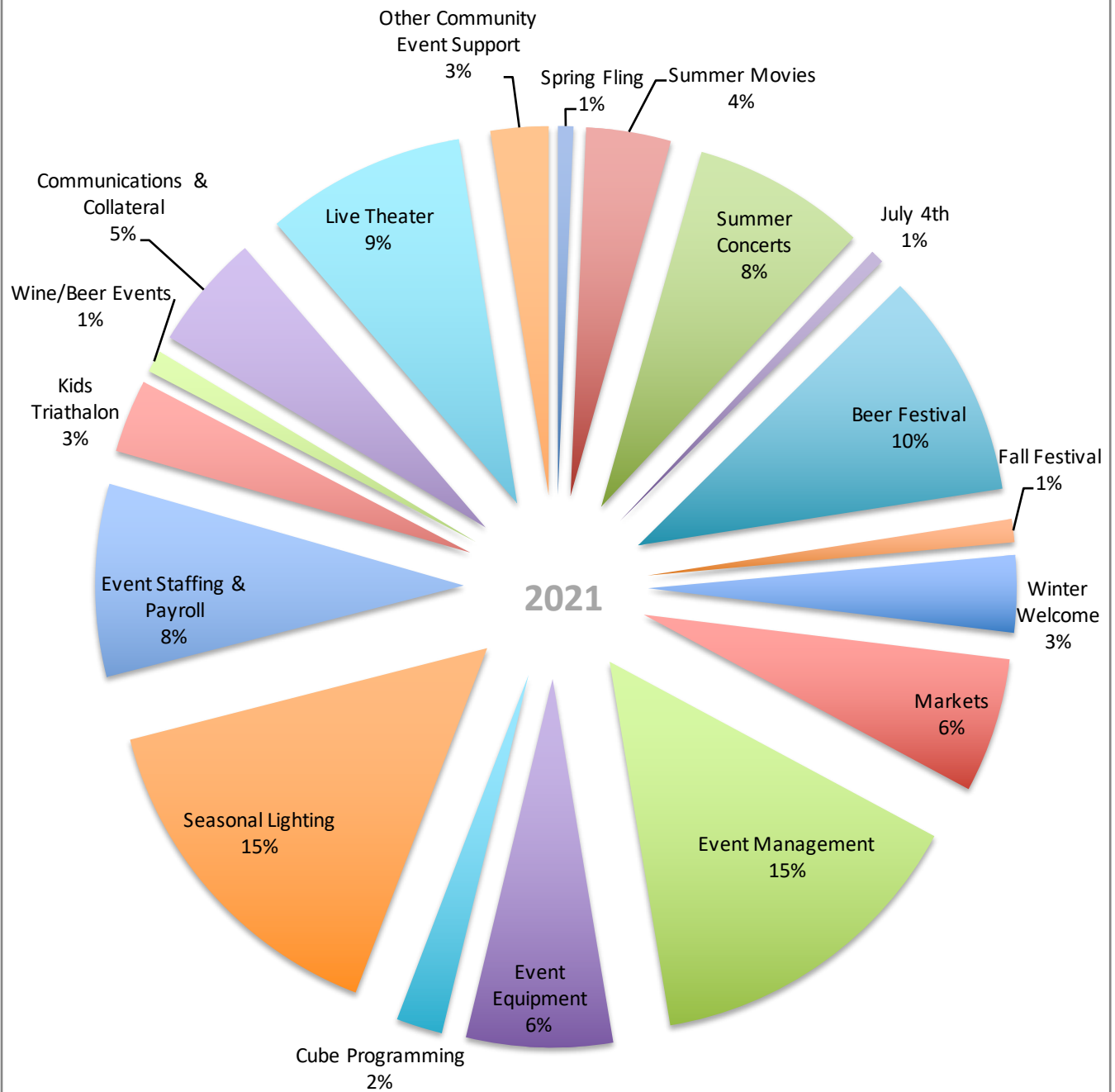
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• COMMUNITY PROGRAMMING

The mission of the MCA Community Events & Programming Department is to provide community-wide access to a variety of free and low cost creative programming, community oriented events and general community gatherings that are identified by the community through their initiative and/or participation. It is the goal of the community events & programming department to offer programming to all major sectors of the community including but not limited to families, singles, empty-nesters, kids, seniors and “identified common community groups” etc.

- The MCA programs the south Green located within the 29th Ave Town Center with a robust summer series of actives including: Movies, Concerts and Markets
- The MCA produces the annual Beer Festival and the Winter Welcome
- The MCA continues to grow and expand competitive recreational programming such as the Kids Triathlon and spring and summer Baseball programs.
- The MCA hosts several successful events such as “First Friday Flights”, “Active Minds” and “Family Fun Nights at the Pools”
- The MCA produce indoor and outdoor live community theater productions.
- The MCA will manages season lighting to reflect both summer and winter ambiance throughout the community but centered primarily within the 29th Ave town center and Conservatory Green
- The MCA actively works to develop unique programming designed for Conservatory Green and the Cube (e.g. Thursday evening Jazz/Blues series)
- The MCA continues our partnership with Sam Gary Library to support added community programming (Focus on tweens & teens)
- The MCA continues to partner with Central Park Rec Center to support added community programming. (focus on tweens & teens)





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ADMINISTRATION & GOVERNANCE

The mission of MCA Administration is to provide the level of operational support and oversight that allows for efficient operations of the three main areas of MCA operations; Parks, Pools and Programming. MCA Administration provides support through strong accounting and financial management of MCA revenues and expenses. MCA Administration provides comprehensive human resource management to support the recruitment, training and deployment of the 150+ staff necessary to operate the community as identified. The MCA manages a responsive member services team to promptly respond to the wide variety of community questions, concerns, violations and needs that the MCA office fields on a daily basis.

- The MCA continues to staff its operations with 4 fulltime Directors (Executive Director, Community Director, Aquatics Director, Admin/HR Director)
- The MCA employs 8 full-time managing staff that focus on the Cube, community events, front desk, membership, communications and facility maintenance.
- The MCA leases 4,000 s.f. at 8351 for central administration, aquatics, programming.
- The MCA leases the Cube location at 8371 Northfield Blvd to house MCA front desk as well as community event space and public restrooms to support Conservatory Green events.
- The MCA leases 1,500 S.F. at 7350 E. 29th Ave in the Town Center building to house MCA front desk, call center and community room.
- The MCA leases restroom facilities located within “The Mint” to support Founders Green events.
- The MCA manages accounting contract with MSI Inc. to bill and collect from approximately 12,500 residential, builder, developer and commercial owners.



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2021 COMMUNITY BUDGET

2021 is a year that the MCA will to see significant challenges in its operational responsibilities due to the ongoing Covid -19 restrictions. We will gain additional operation of parks Parkways and pools north of 56th Ave and east of Moline. The MCA is also anticipating significant programming of both the CUBE and Conservatory Green as more homes are occupied north of I70.

The MCA staff has focused on compiling and presenting a responsible, forward-looking budget. Given the pace of growth in the community as it relates to facility development, we want to ensure the proper funding levels for all areas of operation. It is our intent to expand carefully and conservatively. We will continue to closely evaluate all the contractual services that we currently contract on an annual basis and determine if cost saving will continue or if those areas will be more cost effective under one of the “in-house” departments.

It is the responsibility of the elected community delegates to ratify the proposed budget and send it to the MCA Executive Board. This ratification will occur at the annual meeting of the Community Delegates and Executive Board scheduled for Wednesday, November 28th at Noon at the MCA CUBE (8371 Northfield Blvd Denver, CO 80238). If the delegates fail to ratify a new budget with a revised assessment schedule the board will be required to revert to the most recent previous budget and corresponding assessment schedule.

All comments regarding this proposed budget or any other concerns with MCA operations should be directed to your elected delegate or to the executive board. Delegates can be contacted via email or at the annual members meeting scheduled for Wednesday, December 18th at 6:30 PM at the MCA CUBE (8731 E.49th Denver, CO 80238).



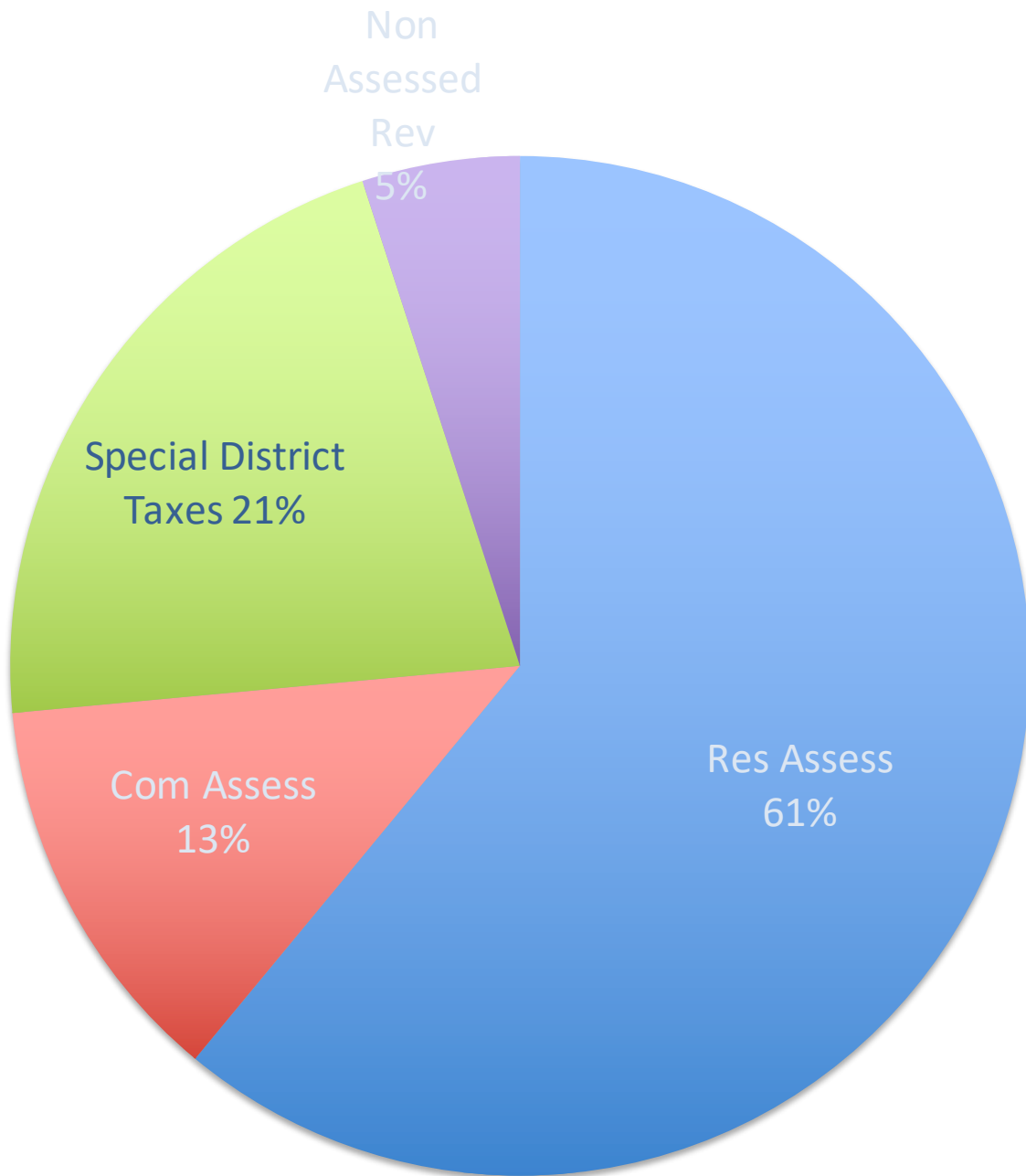
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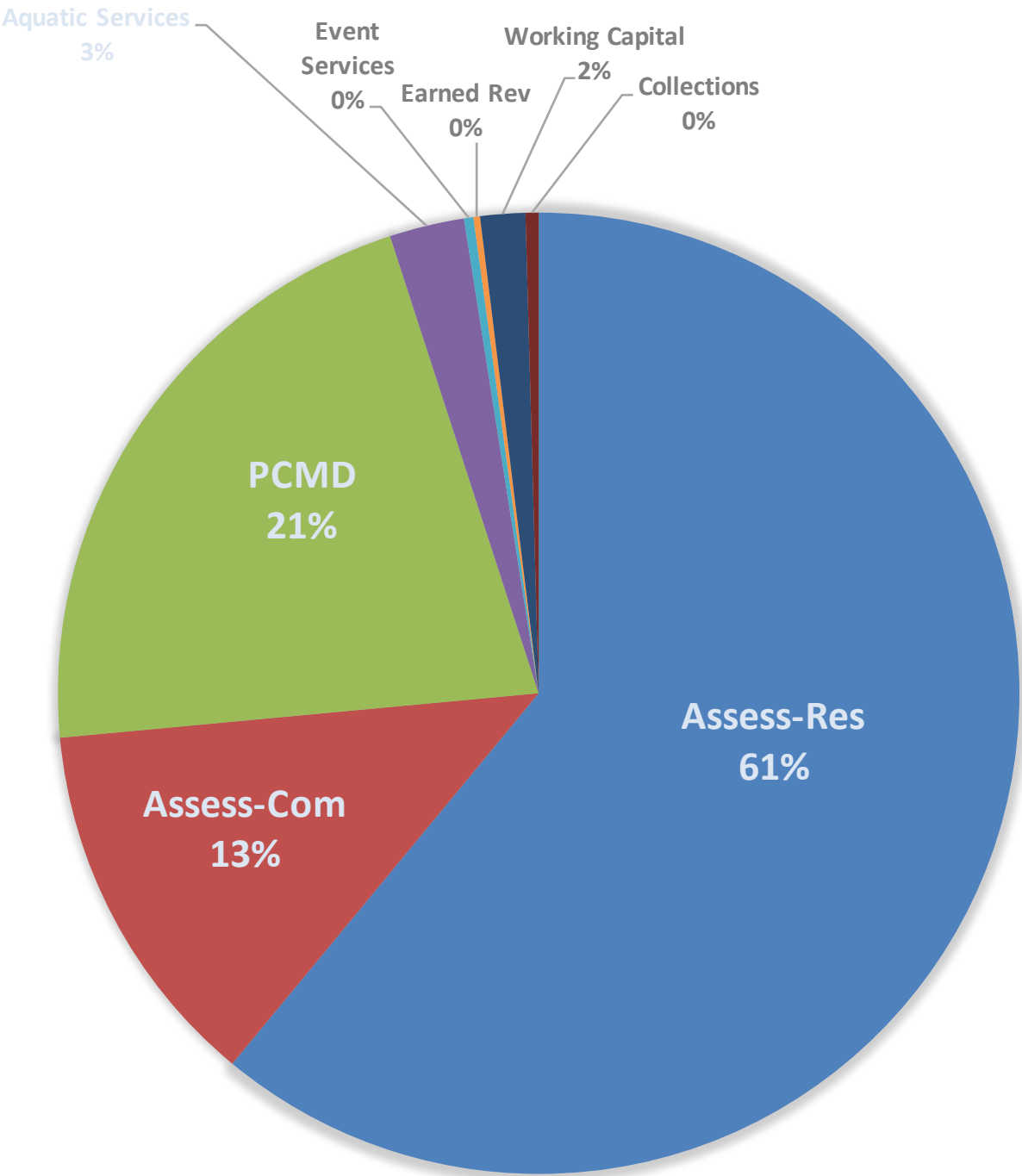
2021 BUDGET ASSUMPTIONS

- Estimated Population..... 30,500
- Number of Residential Properties..... 9,540
- Number of Rental Properties..... 2,196
- Number of Business Entities..... 150
- Total Commercial Units 1,787
- ParkManaged..... 60
- ROW Managed..... 40 acres
- Total Alley Surface Maintained..... 60 Miles
- Pool/Aquatic Facilities Managed 7
- Outdoor Amphitheaters..... 2
- Community / Event space..... 6,000 s.f.
- Office space..... 4,000 s.f.
- Full time Employees..... 12
- PT and/or Seasonal Employees.....150

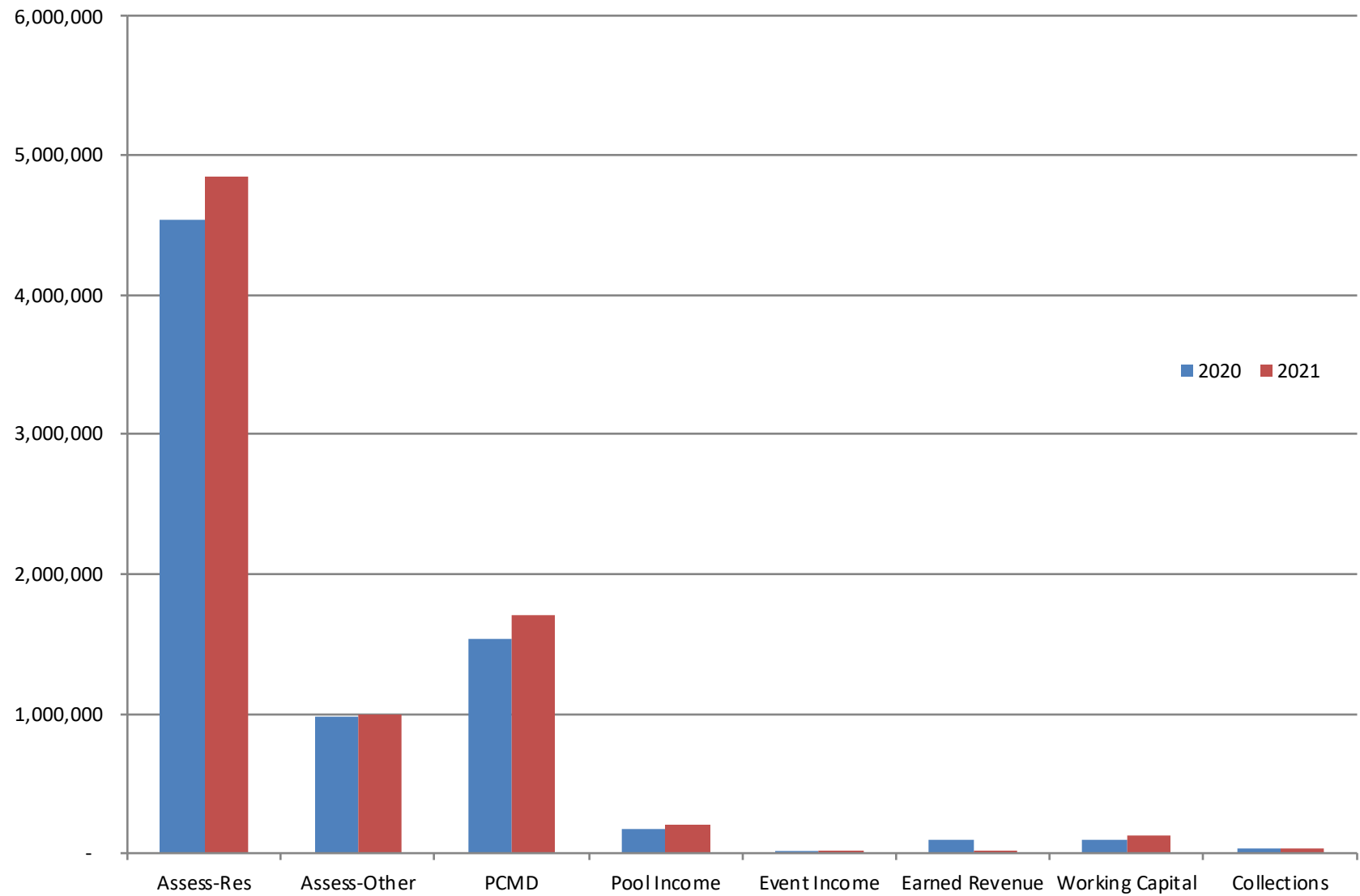
MCA Core Funding 2021



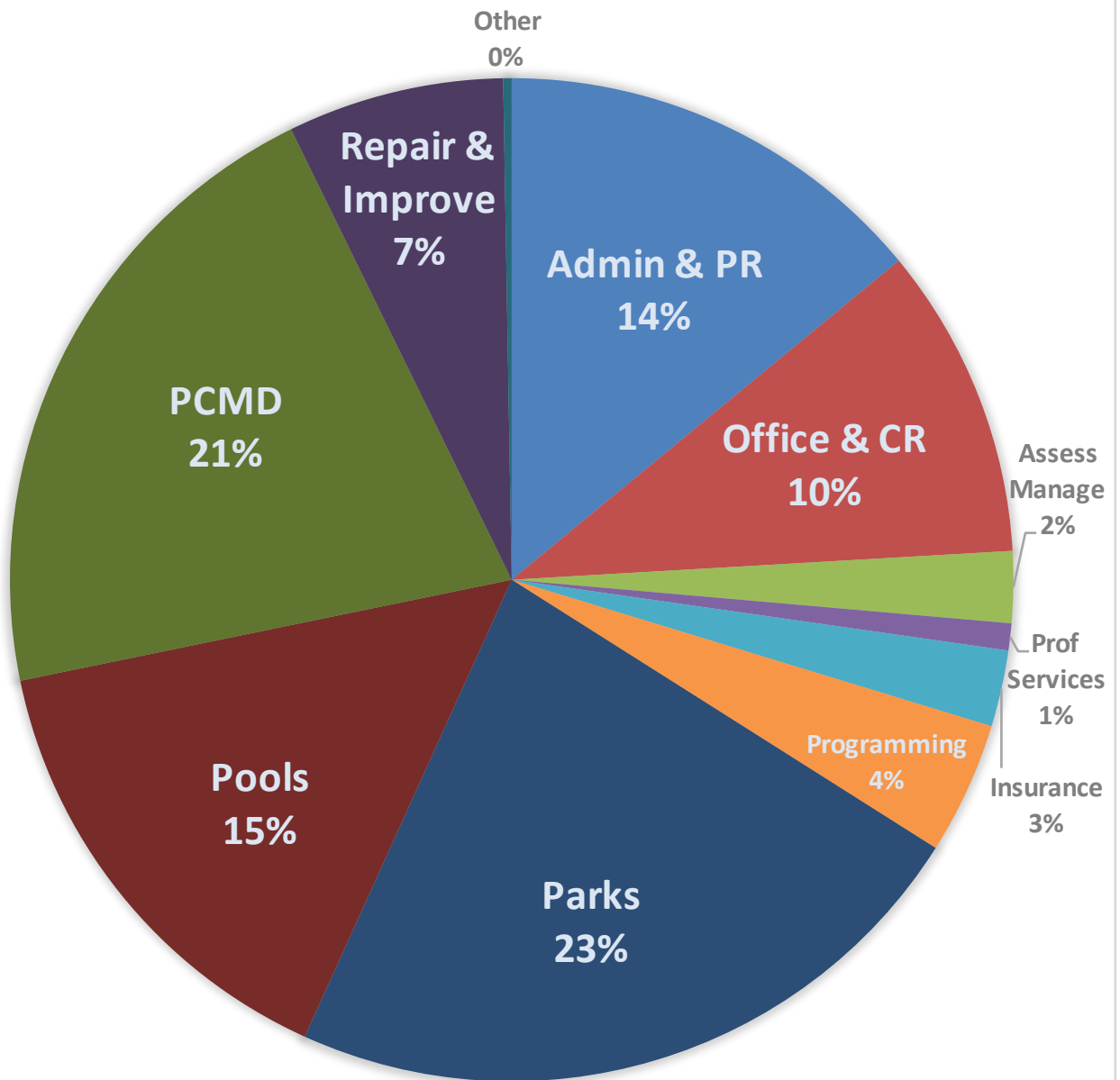
2021 BUDGETED REVENUES



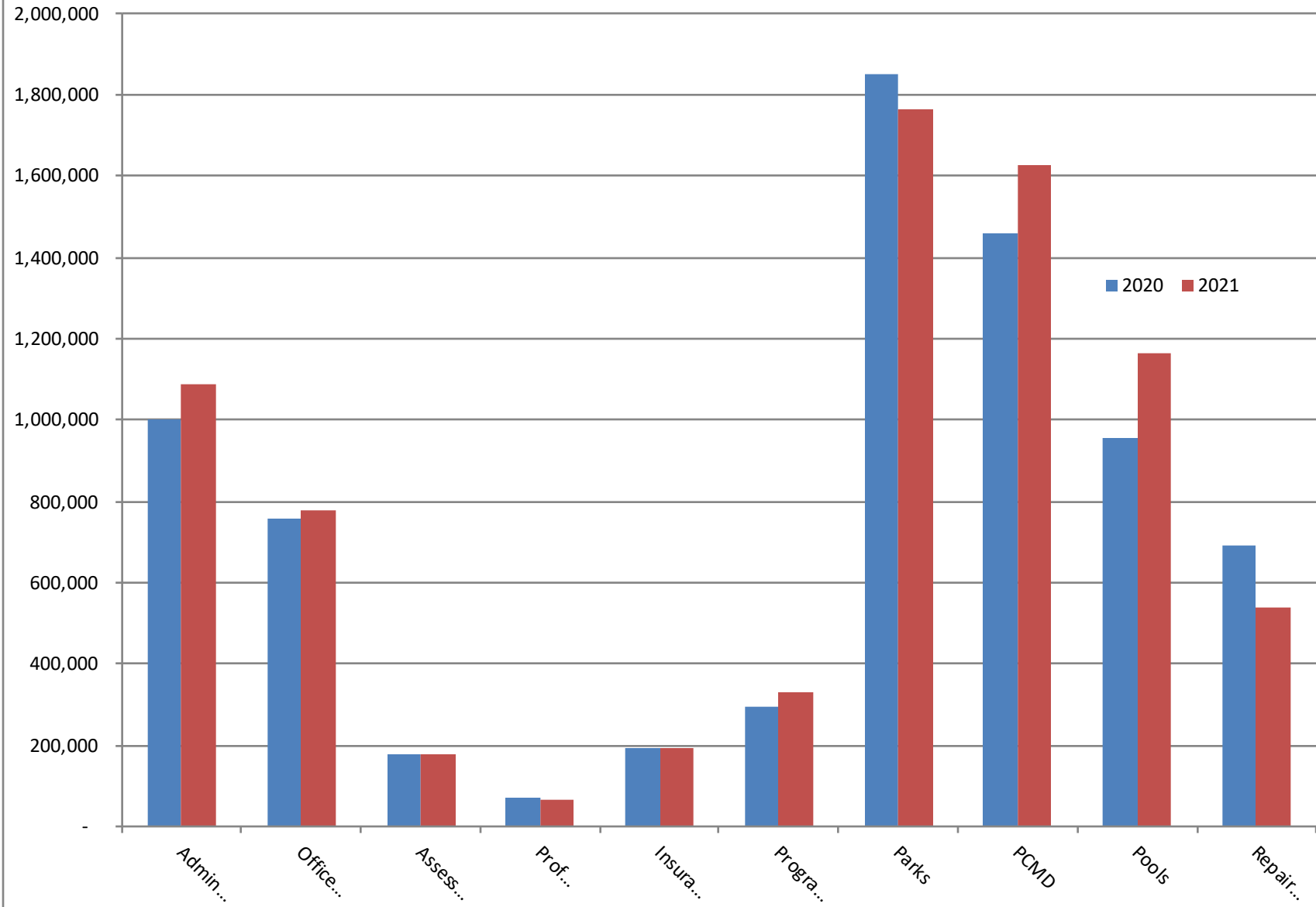
Revenue Comps



2021 BUDGETED EXPENSE



Expense Comps



Master Community Association, INC.
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January through December

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2021 ASSESSMENT SCHEDULE

TYPE OF UNIT	DESCRIPTION	ASSESSMENT
For Sale Regular Residential	Individually owned dwelling units sold at market rate prices.	\$43.00 / Month
For Sale Affordable Residential	Individually owned dwelling units' subject to restrictions under the Workforce Housing Program.	\$25.00 / Month
For Rent Residential - Market Rate	Apartments/multi-family rental units.	\$26.00 / Month
For Rent Residential - Affordable	Apartments/multi-family rental units.	\$12.00 / Month
Filing 2 Commercial, Office, Other	Units used for commercial, retail, light industrial, office, or public or private recreation use.	\$14.00 per 2,000 s.f./ Month
Filing 13 & 7 Industrial	Units used for commercial, retail, light industrial, office, or public or private recreation use.	\$4.85 per 2,000 s.f./ Month
All other Commercial, Office, Other	Units used for commercial, retail, light industrial, office, or public or private recreation use.	\$9.25 per 2,000 s.f./ Month
Filing 10 Montevideo & Central Park Mixed-Use	Commercial units located to adjacent private storm sewer system owned by Park Creek Metro District (PCMD)	\$9.25 per 2,000 s.f./ month PLUS \$15/ parcel /month