

MAKATI COMMERCIAL ESTATE ASSOCIATION
MACEA Compound, Amorsolo cor. Urban Ave., Makati

October 10, 1991

MEMORANDUM CIRCULAR R91-07
 All Members Concerned

Our Association's income from dues and from miscellaneous sources such as; interest on short term investments, plans processing, and other sources over the immediate three (3) year period with projections for 1991 is as follows;

Year ----	Assn Dues -----	Additional Income -----	Total -----
1988	P5,888,733.00	P 661,862.00	P 6,550,595.00
1989	P6,114,094.00	P2,646,352.00	P 8,760,446.00
1990	P6,292,936.00	P4,854,299.00	P11,147,235.00
1991	P6,378,410.00*	P1,747,275.00*	P 8,125,685.00*

* Projected

Association dues are our main as well as the only reliable source of operating funds. So that traditionally, our financial operation is tied up to dues. Additional income generated is usually allocated for budget purposes, to capital expenditures, contingencies and special projects.

For the above 3-year period operational expenses against Association dues, are as follows:

Year ----	Dues -----	Expenditure -----	Overage/(Shortage) -----
1988	P5,888,733.00	P4,655,583.00	P1,233,150.00
1989	P6,114,094.00	P5,683,722.00	P 430,372.00
1990	P6,292,936.00	P8,181,008.00	(P1,888,072.00)
1991	P6,378,410.00*	P9,278,209.00*	(P2,899,799.00)

* Projected

Of the above Association's expenditures the greater percentage went to "services" such as; road repairs, grounds maintenance, streetlights and area security and the balance being spent for general, administrative and such other expenses. "Service" expenses are incurred as constructions and development progresses

A three (3) year comparative period of such expenses indicate:

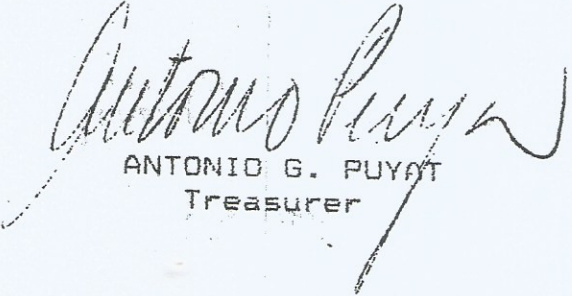
<u>Year</u>	<u>"Service" Expenses</u>	<u>General Expenses</u>
1988	P3.24M - 69.6%	P1.41M - 30.4%
1989	P3.98M - 70.0%	P1.71M - 30.0%
1990	P5.23M - 64.0%	P2.95M - 44.0%

The last time when Association dues were adjusted was in 1988. From the foregoing, the Board feels its time to reexamine our current dues levels and assessment procedures and to adopt a scheme more responsive to the trending of the nature of the Association's expenses.

With this fact in mind the Board has decided to adjust Association dues effective 01 January 1992 as follows:

- Vacant Lots - Lot Area x P4.00
- Developed Lots - Lot Area x P4.00 plus:
Gross Building Floor Area x P3.00

The Board appreciates your continued support.


ANTONIO G. PUYAT
Treasurer