PGA WEST MASTER ASSOCIATION, INC.
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2020 PGA WEST MASTER ASSOCIATION
ANNUAL BUDGET REPORT

November 15, 2019

Dear PGA WEST Member:

The PGA WEST Master Association is pleased to share with you our "2020 Annual Budget Report and Policy Statement" – a compilation of important information regarding the Association's financial health; policies and procedures; and other disclosures. While this cover letter is intended to highlight some of the most significant information, we encourage you to review the entire packet; and since the material is so lengthy, we have included a summary of attachments to help with your review. I hope that you find all of this information to be useful.

Balanced Budget Adopted for FY 2020 – Includes First Increase in Monthly Assessments since 2014: After a thorough review and evaluation, the Master Association Board of Directors has approved a balanced operating budget for the fiscal year beginning on January 1, 2020; with revenues of $4,155,159 and expenses of $4,126,044; which includes a significant allocation of $450,000 to the Reserve Account. The Board believes that the budget is both reasonable and prudent to meet both the current operational needs of the Association as well as maintaining adequate capital reserves. The budget calls for a $4.00 per month increase in the current base assessment – increasing from $78.00 per month to $82.00 per month. (Due to other formulas that drive assessments, higher assessments will be charged in the Signature and Norman developments.) A summary of the 2020 Annual Budget is attached in Appendix I.

Your respective Association will communicate your full monthly assessment to you. That assessment will include the Master Association assessment; plus your Association's assessment.

Reserves Funded at 115.98 Percent: The Board again contracted with SCT Reserve Consultants to perform its annual reserve study for all capital amenities within the Master Association. At the end of 2019, the Association's reserves are projected to be funded at a healthy 115.98 percent, despite the aggressive investments recently completed – including PGA Boulevard repaving; front entrance improvements; gatehouse renovations and peripheral landscape upgrades. The Board continues to annually fund the reserve allocation – and in 2020, will contribute $450,000 into the Reserve Fund for future capital investments.

At this time, the Board does not anticipate the need to seek any special assessments to repair, replace or restore any major components; however, the Board reserves the right to approve a special assessment to repair, replace or restore any major component, if deemed necessary.

A summary of the reserve report is presented in Attachment III; along with the reserve funding plan adopted by the Board. A copy of the full reserve study is available for review, upon request.

Insurance Disclosure: As required by California Civil Code, we are enclosing a summary of the Association's property and general liability insurance policies (See Attachment IV).

Audited Financial Statements: An annual review of the Association's financial statement shall be prepared in accordance with generally accepted accounting principles by a licensee of the California Board of Accountancy for any fiscal year in which gross income to the Association exceeds $75,000. Property owners are entitled to receive a copy of the Association's annual audited financial report. This report, which is prepared each Spring, will be sent to property owners in April of 2019 to the email or mailing address on file with the Association. Please note that it is the Member's responsibility to notify the Master Association of any changes in mailing address or contact information.

Outstanding Loans: The Master Association does not have any outstanding loans with an original term of more than one year.

Master Association Board Meetings: Homeowners are invited to attend the monthly meetings of the Master Association Board of Directors. These meetings are generally held on the first Thursday of each month; at 2:00 PM; at either the Private Clubhouse or the Tournament Clubhouse.

Combined Community Rules and Regulations: You will find attached TWO sets of Combined Community Rules and Regulations (CCRRs) – Attachment VIII contains the current Rules; these are dated February 23, 2017. Attachment IX contains the proposed CCRRs, dated October 9, 2019, as recently approved by the three Residential Associations and the Master Association. These proposed Rules are being distributed for member review and comment – and absent any changes by the four Associations, will become effective in mid-December.

"GO GREEN": Many years ago, PGA West established its "GO GREEN" program to allow for the distribution of important mailings and notices via email. Through these efforts, more than 1,900 of our property owners receive this information electronically. If you have received this material via email – you are participating in the "GO GREEN" program.

Property owners that have received this Annual Budget Report via conventional mail can elect to receive all future mailings from the Master Association via email by completing, and returning, the "GO GREEN ENROLLMENT" form that is found in Attachment X. We encourage ALL property owners to complete this form; sign it; and return it in the enclosed envelope.

As always, if you should have any questions or comments about the material contained herein, please feel free to contact me personally.

Very truly yours,

Scott Randall, General Manager
PGA West Master Association
(760)564-3858
Scott.Randall@managementtrust.com

Attachment I

2020 Budget Summary

Fiscal Year 2020-2022 Operating Fund Budget

Revenues

Revenue	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Actual	FY 2019 Budget	FY 2019 Y-T-D	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed	FY 2022 Proposed
Res 1	1,330,986	1,330,992	1,330,986	1,330,992	1,330,986	665,496	1,330,992	1,399,248	1,467,504	1,535,760
Res 2	596,229	596,232	596,229	596,229	596,229	298,116	596,229	626,808	657,384	687,960
Fairways	1,329,955	1,338,225	1,404,842	1,468,154	1,404,842	702,421	1,404,842	1,476,886	1,548,929	1,620,972
Residence Club	61,637	61,637	68,867	68,867	72,024	36,012	72,024	69,708	72,845	76,123
Private Club	92,452	92,452	103,304	103,304	108,038	54,018	108,038	104,600	109,307	114,226
Transponder Program	380,000	371,678	360,000	369,395	360,000	200,180	400,000	380,000	380,000	380,000
STR Permits								60,000	60,000	60,000
Vendor Fines	0	0	0	0	0	0	0	15,000	15,000	15,000
Interest income	1,751	1,875	2,000	3,171	2,500	2,077	4,154	4,000	4,000	4,000
Prior Year Offset	125,826	125,826	117,784	117,784	199,305	0	0	0	0	0
Res Club Reimbursement	71,792	41,104	0	0	0	0	0	0	0	0
Norman Reimbursement	0	0	14,400	14,400	14,400	7,200	14,400	18,909	20,309	21,602
Total - Revenue	**3,990,628**	**3,960,021**	**3,998,412**	**4,072,296**	**4,088,324**	**1,965,520**	**3,930,679**	**4,155,159**	**4,335,278**	**4,515,643**

Fiscal Year 2020 - 2022 Operating Fund Budget

Expenses

	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Actual	FY 2019 Budget	FY 2019 Y-T-D	FY 2019 Estimate	FY 2020 Proposed	FY 2021 Proposed	FY 2022 Proposed
Landscape -										
Contract	457,690	459,696	474,636	459,696	497,136	257,839	572,239	654,450	693,268	724,983
Water	172,000	265,624	172,000	241,376	208,530	76,564	178,560	187,488	196,862	206,705
Plant Replacement	50,000	5,700	25,000	3,436	5,000	1,922	5,000	5,000	5,000	5,000
Summer Color	15,000	12,783	15,000	13,873	15,000	14,130	14,130	15,000	15,000	15,000
Winter Color	15,000	13,697	15,000	10,038	15,000	0	14,000	14,000	14,000	14,000
Special Project	7,500	16,301	15,000	10,037	15,000	430	10,000	10,000	10,000	10,000
Chemicals	8,000	2,600	3,000	8,649	5,000	0	5,000	5,000	5,000	5,000
Irrigation Repairs	17,000	20,540	17,850	22,707	18,750	9,579	18,750	19,675	20,065	21,075
Tree Trimming	57,640	56,415	60,000	57,344	58,500	0	36,000	36,750	37,500	38,250
Total - Landscape	799,830	853,356	797,486	827,156	837,916	360,464	853,679	947,363	996,695	1,040,013
Gates & Patrol -	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Y-T-D**	**Estimate**	**Proposed**	**Proposed**	**Proposed**
Gate Contract	1,411,760	1,140,107	1,215,524	1,129,262	1,120,920	560,458	1,120,920	1,210,390	1,288,460	1,374,787
Patrol Contract	192,513	406,028	407,859	489,785	593,847	296,922	593,844	643,829	678,274	715,579
Vehicle & Equipment	57,360	57,360	57,360	45,305	24,840	12,420	24,840	24,840	25,585	26,864
Extra Security Services	0	19,008	29,800	0	23,000	12,983	12,983	15,000	16,155	17,302
Administration	103,485	91,887	109,080	92,880	99,018	49,512	87,882	76,728	79,029	81,400
Gasoline	33,000	23,504	30,000	28,148	32,100	11,493	22,986	25,000	26,250	27,500
Gatehouse Maintenance	30,000	16,540	25,000	19,252	20,000	7,229	14,458	17,000	17,425	17,775
Utilities	0	810	0	679	2,000	544	1,088	1,120	1,150	1,190
Telecommunications	53,000	44,279	40,000	25,004	32,500	14,034	28,068	28,900	29,800	30,600
Supplies	20,000	11,963	17,500	20,301	17,500	12,215	22,430	22,000	23,000	24,000
Gate Repairs/ Maintenance	20,000	15,113	20,000	34,003	33,000	35,452	50,000	40,000	42,000	44,000
Total - Gates & Patrol	**1,921,118**	**1,826,599**	**1,952,123**	**1,884,619**	**1,998,725**	**1,013,262**	**1,979,499**	**2,104,807**	**2,227,128**	**2,360,997**
Transponder -	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Y-T-D**	**Estimate**	**Proposed**	**Proposed**	**Proposed**
Administration	48,000	36,901	40,150	38,733	40,000	18,634	39,538	40,724	41,945	43,204
System Agreement	10,284	7,956	10,400	3,030	8,000	3,734	7,468	8,000	8,000	8,000
Purchase	8,000	24,147	17,500	38,874	25,000	21,760	32,640	36,000	39,000	42,000
System Maintenance	30,000	26,914	27,500	5,531	20,000	5,566	11,132	12,000	13,000	14,000
Supplies	10,000	16,731	14,000	12,476	14,000	6,024	12,088	13,000	14,000	15,000
Income Tax	40,000	15,699	20,000	10	10,000	10,145	10,145	10,000	10,000	10,000
Telephone	0	0	0	0	3,600	2,118	4,235	4,400	4,500	4,625
Total - Transponder	146,284	128,348	129,550	98,654	120,600	67,981	117,246	124,124	130,445	136,829

Common Area	Budget	Actual	Budget	Actual	Budget	Y-T-D	Estimate	Proposed	Proposed	Proposed
Signage	2,000	151	0	0	0	0	0	0	0	0
Lighting	20,000	15,179	20,000	11,344	15,000	6,551	13,000	15,000	15,000	15,000
Holiday Lighting	10,000	22,437	10,000	19,975	22,500	0	22,500	22,500	22,500	22,500
Electricity	54,000	43,250	45,000	38,213	41,200	23,150	44,300	34,375	35,400	36,500
Fountain Maintenance	3,120	3,325	4,000	6,358	5,500	1,330	3,580	6,000	6,300	6,600
Natural Gas	0	0	0	0	0	0	0	22,800	23,500	24,200
Pest Control	1,020	1,020	1,500	1,525	1,500	1,280	1,820	1,600	1,700	1,800
Street Sweeping	4,200	4,200	4,200	4,200	4,200	1,400	1,400	0	0	0
Total - Common Area	94,340	89,562	84,700	81,615	89,900	33,711	86,600	102,275	104,400	106,600
Administration	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Y-T-D**	**Estimate**	**Proposed**	**Proposed**	**Proposed**
Legal	80,000	78,936	65,000	111,224	85,000	33,240	75,000	65,000	65,000	65,000
Audit	6,000	6,000	6,500	7,000	7,500	7,000	7,000	7,500	8,000	8,500
Office Expense	75,000	85,742	35,000	12,105	17,500	3,922	7,824	10,000	10,000	10,000
Special Project	0	0	0	0	0	0	0	20,000	0	0
Insurance	38,475	42,671	41,150	38,684	40,000	20,386	41,466	42,300	43,150	44,000
Telephone	5,000	3,356	3,500	12,824	3,500	4,356	5,766	3,000	3,150	3,300
Management Contract	40,887	40,887	42,100	42,120	43,375	21,690	43,380	44,675	46,000	47,400
Management & Administratio	150,000	131,403	150,000	164,774	163,500	86,447	146,639	124,000	127,715	131,550
Postage / Mailing	0	0	24,000	19,707	13,500	7,509	15,000	15,000	15,000	15,000
Board Expense	0	0	14,500	1,190	14,500	3,852	7,704	6,000	6,000	6,000
Total - Administration	395,362	388,995	381,750	409,628	388,375	188,402	349,779	337,475	324,015	330,750
Short Term Rental	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Y-T-D**	**Estimate**	**Proposed**	**Proposed**	**Proposed**
Administration								42,600	42,600	42,600
Supplies								1,800	1,800	1,800
Telephone								4,400	4,400	4,400
Extra Patrol								11,200	11,200	11,200
Total - STR								60,000	60,000	60,000
Transfer to Reserve	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Y-T-D**	**Estimate**	**Proposed**	**Proposed**	**Proposed**
Transfer to Reserve	617,400	617,400	652,809	652,809	652,809	326,405	652,809	450,000	450,000	450,000
Grand Total	3,974,334	3,904,260	3,998,418	3,954,481	4,088,325	1,990,225	4,039,612	4,126,044	4,292,683	4,485,189
Surplus	16,294	55,761	-6	117,815	-1	-24,705	-108,933	29,115	42,595	30,454