

## Village of Salado-General Fund

04/12/23

## Balance Sheet

Accrual Basis

As of March 31, 2023

	<u>Mar 31, 23</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1002 · Horizon GF Operating xxx8101	2,208,708.49
1003 · Horizon Payroll xxx9962	50,047.05
1004 · Horizon Forfeiture xxx3514	6,446.25
1006 · Horizonx1297AllAbilitiesPlaygro	502,544.31
1099 · Petty Cash	100.00
<b>Total Checking/Savings</b>	<u>2,767,846.10</u>
<b>Other Current Assets</b>	
1100 · Investments	
1120 · TexPool	4,519.65
<b>Total 1100 · Investments</b>	<u>4,519.65</u>
<b>1200 · Other receivables</b>	
1213 · Credit Card Payments Receivable	839.22
1215 · Property Tax Receivable	12,002.45
1217 · Franchise Fee Receivable	44,222.72
1218 · Sales Tax Receivable	135,338.58
1219 · Mixed Beverage Receivable	6,562.39
<b>Total 1200 · Other receivables</b>	<u>198,965.36</u>
<b>1205 · Due To/From Other Funds</b>	
1225 · Due to WW Cust Deposit Fund	-100.00
1224 · Due From WW Operations	334,975.46
1206 · Due From Fund 200 - Hotel/Motel	6,433.92
<b>Total 1205 · Due To/From Other Funds</b>	<u>341,309.38</u>
<b>Total Other Current Assets</b>	<u>544,794.39</u>
<b>Total Current Assets</b>	<u>3,312,640.49</u>
<b>Fixed Assets</b>	
1700 · Land	45,576.83
1705 · Building	384,593.71
1730 · Machinery & Equipment	408,074.74
1740 · Infrastructure	1,205,093.09
1799 · Accumulated Depreciation	-847,140.00
<b>Total Fixed Assets</b>	<u>1,196,198.37</u>
<b>Other Assets</b>	
1800 · Construction in Progress	39,088.70
<b>Total Other Assets</b>	<u>39,088.70</u>
<b>TOTAL ASSETS</b>	<u><u>4,547,927.56</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	41,431.96
<b>Other Current Liabilities</b>	
2050 · Accrued Wages	13,577.67
2100 · Payroll Liabilities	11,696.08
2200 · Due to other funds	
2201 · Due to I&S	67,696.00
<b>Total 2200 · Due to other funds</b>	<u>67,696.00</u>
2300 · Unearned ARPA Grant Revenue	588,413.30
2301 · Escrow- Subdivision	945,625.08

## Village of Salado-General Fund

## Balance Sheet

As of March 31, 2023

	<u>Mar 31, 23</u>
2700 · Deferred Revenue	
2704 · Deferred Revenue - Ad Valorem	10,908.02
<b>Total 2700 · Deferred Revenue</b>	<b>10,908.02</b>
2899 · Reserved-LTPDF TruancyPrevFund	1,964.22
2900 · Reserved- Security Fee	3,549.29
2861 · Reserved Child Safety Fee	4,222.01
2862 · Reserved- Technology Fund	6,873.20
<b>Total Other Current Liabilities</b>	<b>1,654,524.87</b>
<b>Total Current Liabilities</b>	<b>1,695,956.83</b>
<b>Total Liabilities</b>	<b>1,695,956.83</b>
<b>Equity</b>	
3120 · Restricted for Playground	26,460.43
3110 · Investments in Fixed Assets	1,235,287.07
32000 · Retained Earnings	950,352.27
Net Income	639,870.96
<b>Total Equity</b>	<b>2,851,970.73</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>4,547,927.56</u></b>

**VILLAGE OF SALADO, TEXAS  
FUND BALANCE- GENERAL FUND**

**As of March 31, 2023**

**Current Assets:**

Cash and Cash Equivalents	\$ 2,767,846.10
Investments	\$ 4,519.65
Receivables	\$ 540,274.74
<b>Total Current Assets</b>	<b>\$ 3,312,640.49</b>

**Liabilities and Fund Balances:**

**Liabilities:**

Accounts Payable	\$ 41,431.96
Payroll Liabilities	\$ 11,696.08
Intergovernmental Payable	\$ 67,696.00
Deferred Revenues	\$ 1,544,946.40
Accrued Wages & Expenses	\$ 13,577.67
<b>Total Liabilities</b>	<b>\$ 1,679,348.11</b>

**Reserves/Balances:**

Non-spendable Fund Balance	\$ -
Restricted Fund Balance	\$ 43,069.15
Committed Fund Balances	
Public Works	\$ 636,089.29
Future Grant Matches	\$ 397,555.81
Wastewater Operations	\$ 556,578.13
Assigned Fund Balance	\$ -
Unassigned Fund Balance	\$ -
<b>Total Reserves/Balances</b>	<b>\$ 1,633,292.38</b>

**Total Liabilities and Fund Balances** **\$ 3,312,640.49**

**Village of Salado-General Fund  
Profit & Loss Budget Performance  
March 2023**

	Mar 23	Oct '22 - Mar 23	Annual Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
<b>4000 · GENERAL FUND REVENUE</b>				
<b>4100 · Tax Revenue</b>				
4115 · Property Taxes	51,410.74	491,179.75	475,000.00	103.41%
4120 · Sales Tax Earned	56,371.40	415,573.20	750,000.00	55.41%
4130 · Mixed Beverages	2,332.71	18,517.50	35,000.00	52.91%
<b>Total 4100 · Tax Revenue</b>	<b>110,114.85</b>	<b>925,270.45</b>	<b>1,260,000.00</b>	<b>73.43%</b>
<b>4150 · Franchise Fees</b>				
4160 · Electric Franchise	122,585.38	122,585.38	135,000.00	90.8%
4165 · Telephone Franchise	82.05	5,696.87	21,000.00	27.13%
4170 · Waste Disposal Franchise Fee	0.00	10,252.57	21,000.00	48.82%
4175 · Cable Franchise	0.00	14,208.86	28,875.00	49.21%
4180 · Water Franchise	0.00	34,813.29	39,327.00	88.52%
<b>Total 4150 · Franchise Fees</b>	<b>122,667.43</b>	<b>187,556.97</b>	<b>245,202.00</b>	<b>76.49%</b>
<b>4200 · Licenses, Permits, and Fees</b>				
4210 · Sign Permit / Misc	-15.00	90.00	500.00	18.0%
4215 · Service Fees (Burn)	60.00	255.00	500.00	51.0%
4216 · Service Fees (Itinerant Vendor)	250.00	500.00	1,650.00	30.3%
4230 · Building Permit Fees	2,634.10	100,088.05	100,000.00	100.09%
4260 · Certificate of Occupancy	90.00	450.00	2,500.00	18.0%
4270 · Contractor Registration	700.00	3,345.00	10,000.00	33.45%
<b>Total 4200 · Licenses, Permits, and Fees</b>	<b>3,719.10</b>	<b>104,728.05</b>	<b>115,150.00</b>	<b>90.95%</b>
<b>4300 · Service Fees</b>				
4310 · Subdiv/Plats/Waivers/Exceptions	200.00	1,550.00	35,000.00	4.43%
4315 · Zoning/Variances	0.00	0.00	1,200.00	0.0%
4320 · Pace Park Rental Fees	690.00	1,328.00	3,500.00	37.94%
4330 · LEOSE	0.00	0.00	910.00	0.0%
4340 · Crash Report Fees	12.00	120.00	250.00	48.0%
<b>Total 4300 · Service Fees</b>	<b>902.00</b>	<b>2,998.00</b>	<b>40,860.00</b>	<b>7.34%</b>
<b>4700 · Investment and other income</b>				
4780 · Interest Income	2,397.08	9,761.14	9,200.00	106.1%
4790 · Other Income	300.00	490,197.70	200,000.00	245.1%
<b>Total 4700 · Investment and other income</b>	<b>2,697.08</b>	<b>499,958.84</b>	<b>209,200.00</b>	<b>238.99%</b>
4400 · Fines and Forfeitures	3,236.00	14,412.27	60,000.00	24.02%
<b>Total 4000 · GENERAL FUND REVENUE</b>	<b>243,336.46</b>	<b>1,734,924.58</b>	<b>1,930,412.00</b>	<b>89.87%</b>
<b>Total Income</b>	<b>243,336.46</b>	<b>1,734,924.58</b>	<b>1,930,412.00</b>	<b>89.87%</b>
<b>Expense</b>				
<b>GENERAL FUND EXPENDITURES</b>				
<b>5000 · ADMINISTRATION DEPARTMENT</b>				
<b>5100 · Personnel Services</b>				
5101 · Village Administrator Salary	14,515.59	62,900.89	125,802.14	50.0%
5102 · City Secretary Salary	0.00	37,635.95	69,435.18	54.2%
5103 · Assistant Village Administrator	8,047.12	31,383.27	66,950.00	46.88%

## Village of Salado-General Fund Profit & Loss Budget Performance

March 2023

	Mar 23	Oct '22 - Mar 23	Annual Budget	% of Budget
5121 · Payroll Tax- MC Admin	339.31	1,909.76	3,801.72	50.23%
5122 · Payroll Tax- SS Admin	1,450.82	8,165.80	16,255.61	50.23%
5123 · Payroll Tax- TWC Admin	0.00	25.88	27.00	95.85%
5126 · TMRS Contributions- Admin	1,469.51	8,307.44	16,622.68	49.98%
5127 · Health Care- Admin	1,369.52	16,148.45	28,841.76	55.99%
5128 · Pay Comparability Adjustment	0.00	0.00	2,000.00	0.0%
<b>Total 5100 · Personnel Services</b>	<b>27,191.87</b>	<b>166,477.44</b>	<b>329,736.09</b>	<b>50.49%</b>
<b>5200 · Services</b>				
5201 · Meeting Expense	0.00	92.09	250.00	36.84%
5202 · Bell Co Health Svcs Contracts	0.00	0.00	6,172.38	0.0%
5203 · Printing Expense	0.00	427.11	250.00	170.84%
5204 · Telephone	285.70	1,793.58	3,750.00	47.83%
5205 · Equipment - Leased / Rented	0.00	1,654.50	3,909.15	42.32%
5206 · Interest Exp/Bank Fees	61.56	504.16	650.00	77.56%
5207 · BELLCAD	2,524.08	4,590.16	10,500.00	43.72%
5214 · Utilities	472.76	3,071.31	5,100.00	60.22%
5215 · Janitorial	237.00	1,422.00	2,844.00	50.0%
<b>Total 5200 · Services</b>	<b>3,581.10</b>	<b>13,554.91</b>	<b>33,425.53</b>	<b>40.55%</b>
<b>5216 · Professional Fees</b>				
5216-3 · Profess Fees - Accounting	3,150.00	31,300.00	50,500.00	61.98%
5216-4 · Profess Fees - Inspections	23,944.30	48,341.63	75,000.00	64.46%
5216-5 · Profess. Fees - Legal	0.00	22,730.50	37,500.00	60.62%
<b>Total 5216 · Professional Fees</b>	<b>27,094.30</b>	<b>102,372.13</b>	<b>163,000.00</b>	<b>62.81%</b>
<b>5300 · Other Services &amp; Charges</b>				
5301 · Election Expenses	0.00	0.00	4,650.00	0.0%
5304 · Office Supplies	494.55	2,136.69	3,750.00	56.98%
5305 · Postage	292.29	1,896.61	2,750.00	68.97%
5306 · Building Supplies	0.00	0.00	250.00	0.0%
5307 · Building & Equipment - R & M	0.00	297.80	1,500.00	19.85%
5309 · Website	0.00	0.00	2,500.00	0.0%
5310 · Public Notices	113.00	806.00	3,000.00	26.87%
5311 · Insurance (TML Property & GL)	0.00	43,995.50	37,750.00	116.54%
5312 · Dues and Subscriptions	66.23	1,440.88	2,500.00	57.64%
5313 · Training & Travel	0.00	0.00	500.00	0.0%
5319 · Technology	1,495.00	10,735.38	20,000.00	53.68%
5320 · Special Projects	0.00	0.00	88,333.20	0.0%
<b>Total 5300 · Other Services &amp; Charges</b>	<b>2,461.07</b>	<b>61,308.86</b>	<b>167,483.20</b>	<b>36.61%</b>
<b>5400 · Capital Outlay</b>				
5401 · Equipment (IT)	0.00	0.00	2,500.00	0.0%
<b>Total 5400 · Capital Outlay</b>	<b>0.00</b>	<b>0.00</b>	<b>2,500.00</b>	<b>0.0%</b>
<b>Total 5000 · ADMINISTRATION DEPARTMENT</b>	<b>60,328.34</b>	<b>343,713.34</b>	<b>696,144.82</b>	<b>49.37%</b>
<b>5500 · DEVELOPMENT SERVICES DEPARTMENT</b>				
5501 · Personnel Services				
5502 · Director Salary	4,944.00	21,424.00	42,848.00	50.0%

## Village of Salado-General Fund Profit & Loss Budget Performance

March 2023

	Mar 23	Oct '22 - Mar 23	Annual Budget	% of Budget
5503 · Payroll Tax- MC Dev Svcs	71.69	310.65	621.30	50.0%
5504 · Payroll Tax- SS Dev Svcs	306.53	1,328.29	2,656.58	50.0%
5505 · Payroll Tax- TWC Dev Svcs	2.41	9.00	9.00	100.0%
5506 · TMRS Contributions- Dev Svcs	310.47	1,351.31	2,716.56	49.74%
5507 · Health Care- Dev Svcs	857.89	5,635.75	9,613.92	58.62%
<b>Total 5501 · Personnel Services</b>	<b>6,492.99</b>	<b>30,059.00</b>	<b>58,465.36</b>	<b>51.41%</b>
<b>5600 · Other Services &amp; Charges</b>				
5601 · Travel & Training	0.00	0.00	500.00	0.0%
<b>Total 5600 · Other Services &amp; Charges</b>	<b>0.00</b>	<b>0.00</b>	<b>500.00</b>	<b>0.0%</b>
<b>5700 · Professional Fees</b>				
5701 · General Engineering	0.00	92.50	12,500.00	0.74%
5703 · Engineering- Plat Review	0.00	6,812.50	35,000.00	19.46%
<b>Total 5700 · Professional Fees</b>	<b>0.00</b>	<b>6,905.00</b>	<b>47,500.00</b>	<b>14.54%</b>
<b>Total 5500 · DEVELOPMENT SERVICES DEPARTMENT</b>	<b>6,492.99</b>	<b>36,964.00</b>	<b>106,465.36</b>	<b>34.72%</b>
<b>6000 · PUBLIC SAFETY DEPARTMENT</b>				
<b>6001 · Fire Department</b>				
6003 · Burn Fees	0.00	0.00	500.00	0.0%
<b>Total 6001 · Fire Department</b>	<b>0.00</b>	<b>0.00</b>	<b>500.00</b>	<b>0.0%</b>
<b>6200 · Police Department</b>				
<b>6201 · Personnel Services</b>				
6202 · Salary - Chief of Police	9,393.00	40,703.00	81,406.05	50.0%
6203 · Salary- Sergeant	6,899.36	29,795.22	57,866.22	51.49%
6204 · Salary / Wages - Officers	25,561.52	110,023.62	316,539.57	34.76%
6205 · Officers - Overtime	3,109.49	11,643.85	7,000.00	166.34%
6206 · Longevity & Certif Pay	726.93	3,971.18	11,500.00	34.53%
6207 · Payroll Tax- MC PD	662.51	2,843.97	6,609.27	43.03%
6208 · Payroll Tax- SS PD	2,832.80	12,160.47	28,260.34	43.03%
6209 · Payroll Tax- TWC PD	5.01	72.08	72.00	100.11%
6210 · TMRS Contributions- PD	2,869.33	12,368.69	28,898.47	42.8%
6211 · Health Care- PD	5,027.75	35,826.63	75,487.17	47.46%
<b>Total 6201 · Personnel Services</b>	<b>57,087.70</b>	<b>259,408.71</b>	<b>613,639.09</b>	<b>42.27%</b>
<b>6212 · Services</b>				
6213 · Telephone	634.26	3,898.64	8,500.00	45.87%
6214 · Utilities	251.31	1,662.82	3,500.00	47.51%
6215 · Janitorial	150.00	900.00	1,800.00	50.0%
6215.1 · Technology- PD	36.00	13,581.55	30,000.00	45.27%
<b>Total 6212 · Services</b>	<b>1,071.57</b>	<b>20,043.01</b>	<b>43,800.00</b>	<b>45.76%</b>
<b>6216 · Other Services &amp; Charges</b>				
6217 · Ammunition	0.00	1,417.26	1,000.00	141.73%
6219 · Auto Expenses	6,354.61	18,884.52	30,000.00	62.95%
6220 · Supplies	1,089.58	7,551.09	6,000.00	125.85%
6221 · Equipment Maintenance & Repair	0.00	526.00	1,000.00	52.6%
6222 · Building R & M	0.00	0.00	500.00	0.0%
6223 · Dues & Subscriptions	0.00	6,138.90	8,140.00	75.42%

## Village of Salado-General Fund Profit & Loss Budget Performance

March 2023

	Mar 23	Oct '22 - Mar 23	Annual Budget	% of Budget
6224 · Animal Control	0.00	0.00	1,500.00	0.0%
<b>Total 6216 · Other Services &amp; Charges</b>	<b>7,444.19</b>	<b>34,517.77</b>	<b>48,140.00</b>	<b>71.7%</b>
6225 · Police - Capital Outlay				
6226 · Capital Outlay- PD Vehicles	0.00	20,326.00	96,108.00	21.15%
6227 · Capital Outlay- PD Equipment	0.00	18,270.03	17,000.00	107.47%
6228 · Cap O/L- Vehicle Rplcmnt Prgrm	0.00	0.00	5,000.00	0.0%
6229 · Capital Outlay- IT	0.00	0.00	13,000.00	0.0%
<b>Total 6225 · Police - Capital Outlay</b>	<b>0.00</b>	<b>38,596.03</b>	<b>131,108.00</b>	<b>29.44%</b>
<b>Total 6200 · Police Department</b>	<b>65,603.46</b>	<b>352,565.52</b>	<b>836,687.09</b>	<b>42.14%</b>
6500 · Municipal Court				
6550 · Professional Fees				
6551 · Judicial Services	800.00	4,800.00	9,600.00	50.0%
6552 · Prosecutor	0.00	7,426.66	12,000.00	61.89%
<b>Total 6550 · Professional Fees</b>	<b>800.00</b>	<b>12,226.66</b>	<b>21,600.00</b>	<b>56.61%</b>
6570 · Other Services & Charges				
6571 · Supplies	0.00	6.00	250.00	2.4%
6573 · Dues and Subscriptions	0.00	0.00	2,500.00	0.0%
6575 · Travel and Training	0.00	0.00	1,000.00	0.0%
<b>Total 6570 · Other Services &amp; Charges</b>	<b>0.00</b>	<b>6.00</b>	<b>3,750.00</b>	<b>0.16%</b>
<b>Total 6500 · Municipal Court</b>	<b>800.00</b>	<b>12,232.66</b>	<b>25,350.00</b>	<b>48.26%</b>
<b>Total 6000 · PUBLIC SAFETY DEPARTMENT</b>	<b>66,403.46</b>	<b>364,798.18</b>	<b>862,537.09</b>	<b>42.29%</b>
7000 · PUBLIC WORKS DEPARTMENT				
7001 · Personnel Services				
7002 · Wages- Maintenance Worker	4,012.80	17,388.80	34,777.60	50.0%
7004 · Maintenance Worker- Overtime	0.00	0.00	2,000.00	0.0%
7005 · Payroll Tax- MC Maint	58.19	252.14	504.28	50.0%
7006 · Payroll Tax- SS Maint	248.80	1,078.11	2,156.21	50.0%
7007 · Payroll Tax- TWC Maint	3.65	9.00	9.00	100.0%
7008 · TMRS Contributions- Maint	252.00	1,096.80	2,204.90	49.74%
7009 · Healthcare- Maintenance	835.22	5,641.54	9,613.92	58.68%
<b>Total 7001 · Personnel Services</b>	<b>5,410.66</b>	<b>25,466.39</b>	<b>51,265.91</b>	<b>49.68%</b>
7015 · Other Services & Charges				
7016 · Maint- Uniforms and Boots	0.00	0.00	500.00	0.0%
7017 · Telephone	50.32	301.91	650.00	46.45%
<b>Total 7015 · Other Services &amp; Charges</b>	<b>50.32</b>	<b>301.91</b>	<b>1,150.00</b>	<b>26.25%</b>
<b>Total 7000 · PUBLIC WORKS DEPARTMENT</b>	<b>5,460.98</b>	<b>25,768.30</b>	<b>52,415.91</b>	<b>49.16%</b>
8000 · PARKS DEPARTMENT				
8001 · Services				
8002 · Utilities	232.18	1,803.38	2,500.00	72.14%
<b>Total 8001 · Services</b>	<b>232.18</b>	<b>1,803.38</b>	<b>2,500.00</b>	<b>72.14%</b>
8010 · Other Services & Charges				
8011 · Supplies	0.00	60.00	3,500.00	1.71%
8014 · Contract Services	0.00	375.00	7,500.00	5.0%
<b>Total 8010 · Other Services &amp; Charges</b>	<b>0.00</b>	<b>435.00</b>	<b>11,000.00</b>	<b>3.96%</b>

## Village of Salado-General Fund Profit & Loss Budget Performance

March 2023

	Mar 23	Oct '22 - Mar 23	Annual Budget	% of Budget
8030 · Capital Outlay- Parks	0.00	-16,439.57	55,000.00	-29.89%
<b>Total 8000 · PARKS DEPARTMENT</b>	<b>232.18</b>	<b>-14,201.19</b>	<b>68,500.00</b>	<b>-20.73%</b>
<b>9000 · STREET DEPARTMENT</b>				
9001 · Other Services & Charges				
9002 · Contract Services	1,260.00	48,423.00	120,000.00	40.35%
9003 · Signage	0.00	2,184.18	5,000.00	43.68%
9004 · Auto Expense	0.00	0.00	500.00	0.0%
9006 · Street Supplies	1,141.50	6,505.96	5,000.00	130.12%
<b>Total 9001 · Other Services &amp; Charges</b>	<b>2,401.50</b>	<b>57,113.14</b>	<b>130,500.00</b>	<b>43.77%</b>
9050 · Services				
9051 · Utilities	1,579.24	9,791.80	25,000.00	39.17%
<b>Total 9050 · Services</b>	<b>1,579.24</b>	<b>9,791.80</b>	<b>25,000.00</b>	<b>39.17%</b>
9500 · Capital Outlay				
9501 · Capital Outlay- Streets	0.00	254,666.48	200,000.00	127.33%
9503 · Capital Outlay- Other	0.00	0.00	7,000.00	0.0%
<b>Total 9500 · Capital Outlay</b>	<b>0.00</b>	<b>254,666.48</b>	<b>207,000.00</b>	<b>123.03%</b>
<b>Total 9000 · STREET DEPARTMENT</b>	<b>3,980.74</b>	<b>321,571.42</b>	<b>362,500.00</b>	<b>88.71%</b>
<b>Total GENERAL FUND EXPENDITURES</b>	<b>142,898.69</b>	<b>1,078,614.05</b>	<b>2,148,563.18</b>	<b>50.2%</b>
<b>Total Expense</b>	<b>142,898.69</b>	<b>1,078,614.05</b>	<b>2,148,563.18</b>	<b>50.2%</b>
<b>Net Ordinary Income</b>	<b>100,437.77</b>	<b>656,310.53</b>	<b>-218,151.18</b>	<b>-300.85%</b>
<b>Other Income/Expense</b>				
<b>Other Income</b>				
97500 · Use of Fund Balance	0.00	0.00	218,151.18	0.0%
<b>Total Other Income</b>	<b>0.00</b>	<b>0.00</b>	<b>218,151.18</b>	<b>0.0%</b>
<b>Other Expense</b>				
98000 · Transfers Out				
98007 · Xfer to All Abil. PG Fund	0.00	16,439.57		
<b>Total 98000 · Transfers Out</b>	<b>0.00</b>	<b>16,439.57</b>		
<b>Total Other Expense</b>	<b>0.00</b>	<b>16,439.57</b>		
<b>Net Other Income</b>	<b>0.00</b>	<b>-16,439.57</b>	<b>218,151.18</b>	<b>-7.54%</b>
<b>Net Income</b>	<b>100,437.77</b>	<b>639,870.96</b>	<b>0.00</b>	<b>100.0%</b>



Village of Salado-General Fund  
Check Listing  
As of March 31, 2023

Date	Num	Name	Memo	Amount
03/02/2023	Draft	Cirro Energy	Utilities: Electric	26.52
03/02/2023	Draft	Cirro Energy	Utilities: Electric	57.95
03/02/2023	Draft	Cirro Energy	Utilities: Electric	86.85
03/02/2023	Draft	Cirro Energy	Utilities: Electric	280.18
03/02/2023	Draft	Cirro Energy	Utilities: Electric	482.52
03/02/2023	Draft	Cirro Energy	Utilities: Electric	43.64
03/02/2023	Draft	Cirro Energy	Utilities: Electric	41.73
03/02/2023	Draft	Cirro Energy	Utilities: Electric	29.93
03/02/2023	Draft	Cirro Energy	Utilities: Electric	13.69
03/02/2023	Draft	Cirro Energy	Utilities: Electric	1,034.76
03/03/2023	4510	Cara McPartland	Contract Labor	1,051.47
03/06/2023	4511	Austin Henry	Pace Park Deposit Refund	100.00
03/08/2023	4530	Justin Durham	Refund- Court Fee Paid to Wrong Court	90.00
03/08/2023	4531	Ada Wheat	Refund Duplicate Permit Fee Payment	80.00
03/08/2023	4512	10-8 Video	Three PD Vehicle Camera Systems	7,515.00
03/08/2023	4513	American National Leasing Company	Lease Payment 2020 Chev Tahoe	13,074.00
03/08/2023	4514	Armstrong, Vaughan & Associates, P.C.	FY 21-22 Audit and Financial Stmt Preparation	12,190.00
03/08/2023	4515	Beckett Electrical Svcs, LLC	Service Call- Checked LED Pole Lights/LED Drivers and Voltage	570.00
03/08/2023	4516	Brush Solutions, LLC	Service Provided to Grind Up Ice Storm Brush at Pace Park	8,500.00
03/08/2023	4517	Bureau Veritas	Inspection Services	1,173.77
03/08/2023	4518	Extraco Technology	Monthly IT Support	1,292.50
03/08/2023	4519	Fuelman	Fuel Charges	1,330.62
03/08/2023	4520	GT Distributors	PD Supplies	398.29
03/08/2023	4521	InHouse Systems, Inc.	Alarm System Monitoring- PD- March 2023	19.95
03/08/2023	4522	Jani-King of Austin	March 2023 Contracted Services	387.00
03/08/2023	4523	Johnson Bros. Ford	PD Vehicle R&M	266.53
03/08/2023	4524	Keith's Ace Hardware	Repairs & Maintenance Supplies	1,948.41
03/08/2023	4525	Kologik	COPsync Software 2/21/23 - 2/20/24	1,831.40
03/08/2023	4526	Kristi Stegall	Professional Fees: Accounting February 2023	3,080.00
03/08/2023	4527	Salado Water Supply Corporation	Utilities: Water	634.75
03/08/2023	4528	Verizon Wireless	Village Cell Phones	552.20
03/08/2023	4529	Xerox Financial Services	Copier Lease Payment- March '23	275.75
03/09/2023	Draft	Cirro Energy	Utilities: Electric	40.35
03/23/2023	4544	Jennifer Garcia	Refund for Sign Permit Paid in Error	15.00
03/23/2023	4532	10-8 Video	2nd Invoice- PD Vehicle Camera Systems	5,010.00
03/23/2023	4533	Building Officials Association of Texas	BOAT membership	50.00
03/23/2023	4534	Card Service Center	February Credit Card Transactions	1,426.67
03/23/2023	4535	Clifford Lee Coleman	Judicial Services for March 2023	800.00
03/23/2023	4536	Eagle Disposal	Utilities: Waste Disposal	112.50
03/23/2023	4537	Grande Communications Network LLC	Telephone/Internet	221.27
03/23/2023	4538	GT Distributors	PD Supplies	139.58
03/23/2023	4539	InHouse Systems, Inc.	Alarm System Monitoring- PD- April 2023	19.95
03/23/2023	4540	Salado Village Voice Newspaper	Public Notice	113.00
03/23/2023	4541	Tax Appraisal District Of Bell County	3rd QTR 2023 Taxing Unit Fee	2,524.08
03/23/2023	4542	The Arbor Barber	Brush Pile Chipped- Pace Park	900.00
03/23/2023	4543	TxTag	Toll Fees	23.74
03/23/2023	4545	LED Lighting Solutions	Two Flashing Stop Signs	2,184.18
03/24/2023	4546	Kelly Wisniewski	Contract Labor- Landscaping 24 hours @ \$15/hr	360.00
03/24/2023	4547	TML MultiState Intergovernmental	Employee Health Care: Feb and Mar	23,197.79
03/30/2023	4549	Community Builders	Refund Building Permit Fee- 3101 St. Luke Not in City Limits	35.00
03/30/2023	4548	Bickerstaff Heath Delgado Acosta LLP	Professional Fees: Legal	15,099.13
				<u>110,731.65</u>
				<u><b>110,731.65</b></u>

## Village of Salado, Hotel-Motel Fund

04/12/23

## Balance Sheet

Accrual Basis

As of March 31, 2023

	<u>Mar 31, 23</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	287,120.62
<b>Other Current Assets</b>	
1200 · AR Taxes	51,312.53
1100 · Investments	5,414.59
1500 · Petty Cash	100.00
<b>Total Other Current Assets</b>	<u>56,827.12</u>
<b>Total Current Assets</b>	<u>343,947.74</u>
<b>TOTAL ASSETS</b>	<b><u>343,947.74</u></b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	3,212.00
<b>Other Current Liabilities</b>	
2050 · Accrued Wages	1,887.07
2400 · Reserve For Trolley Project	6,675.00
2200 · Due To Other Funds	
2201 · Due to GF	<u>6,433.92</u>
<b>Total 2200 · Due To Other Funds</b>	<u>6,433.92</u>
<b>Total Other Current Liabilities</b>	<u>14,995.99</u>
<b>Total Current Liabilities</b>	<u>18,207.99</u>
<b>Total Liabilities</b>	18,207.99
<b>Equity</b>	
32000 · Retained Earnings	320,636.27
Net Income	<u>5,103.48</u>
<b>Total Equity</b>	<u>325,739.75</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>343,947.74</u></b>

**VILLAGE OF SALADO, TEXAS**  
**FUND BALANCE- HOTEL OCCUPANCY FUND**  
**As of March 31, 2023**

**Current Assets:**

Cash and Cash Equivalents	\$ 287,220.62
Investments	\$ 5,414.59
Receivables	\$ 51,312.53
<b>Total Current Assets</b>	<u><u>\$ 343,947.74</u></u>

**Liabilities and Fund Balances:**

**Liabilities:**

Accounts Payable	\$ 3,212.00
Intergovernmental Payable	\$ 6,433.92
Accrued Wages	\$ 1,887.07
<b>Total Liabilities</b>	<u><u>\$ 11,532.99</u></u>

**Reserves/Balances:**

Non-spendable Fund Balance	\$ -
Restricted Fund Balance-Emergency Tourism Marketing	\$ 32,573.98
Committed Fund Balance- Tourism Division Operations	\$ 293,165.78
Assigned Fund Balance- Trolley Project	\$ 6,675.00
Unassigned Fund Balance	\$ -
<b>Total Reserves/Balances</b>	<u><u>\$ 332,414.75</u></u>

<b>Total Liabilities and Fund Balances</b>	<u><u>\$ 343,947.74</u></u>
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## Village of Salado, Hotel-Motel Fund Profit & Loss Budget Performance

March 2023

	Mar 23	Oct '22 - Mar 23	Annual Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
<b>4000 · HOT FUND REVENUE</b>				
4100 · County Hotel Occupancy Tax	0.00	0.00	4,000.00	0.0%
4200 · Occupancy Tax	12,251.68	132,451.53	260,000.00	50.94%
4300 · Other Income	272.79	1,638.16		
<b>Total 4000 · HOT FUND REVENUE</b>	<b>12,524.47</b>	<b>134,089.69</b>	<b>264,000.00</b>	<b>50.79%</b>
<b>Total Income</b>	<b>12,524.47</b>	<b>134,089.69</b>	<b>264,000.00</b>	<b>50.79%</b>
<b>Expense</b>				
<b>5000 · HOT FUND EXPENDITURES</b>				
<b>5001 · Personnel Services</b>				
5002 · Salary- Director	837.50	25,601.20	64,385.54	39.76%
5003 · Wages- Visitors Ctr Coordinator	4,159.21	18,021.41	36,056.59	49.98%
5004 · Payroll Tax- MC	60.31	620.40	1,456.41	42.6%
5005 · Payroll Tax- SS	257.86	2,652.78	6,227.41	42.6%
5006 · Payroll Tax- TWC	3.45	18.00	18.00	100.0%
5007 · TMRS Contribution	261.21	2,702.77	6,368.03	42.44%
5008 · Health Care	854.38	11,302.26	19,227.96	58.78%
<b>Total 5001 · Personnel Services</b>	<b>6,433.92</b>	<b>60,918.82</b>	<b>133,739.94</b>	<b>45.55%</b>
<b>5050 · Other Charges &amp; Services</b>				
5060 · Special Projects	0.00	1,300.00		
5051 · Lease- Visitors Center	1,517.00	9,102.00	18,204.00	50.0%
5052 · Marketing	7,721.82	49,590.92	85,000.00	58.34%
5053 · Office Supplies	0.00	10.50	500.00	2.1%
5054 · Arts- Cultural District	0.00	5,000.00	20,000.00	25.0%
5055 · Printing	0.00	0.00	3,500.00	0.0%
5056 · Postage	0.00	34.60	1,500.00	2.31%
5057 · Dues & Subscriptions	0.00	1,943.00	2,500.00	77.72%
5058 · Travel & Training	0.00	621.37	3,000.00	20.71%
5059 · Vehicle Maintenance	0.00	465.00	1,000.00	46.5%
5061 · Community Grant Program	0.00	0.00	20,000.00	0.0%
<b>Total 5050 · Other Charges &amp; Services</b>	<b>9,238.82</b>	<b>68,067.39</b>	<b>155,204.00</b>	<b>43.86%</b>
<b>Total 5000 · HOT FUND EXPENDITURES</b>	<b>15,672.74</b>	<b>128,986.21</b>	<b>288,943.94</b>	<b>44.64%</b>
<b>Total Expense</b>	<b>15,672.74</b>	<b>128,986.21</b>	<b>288,943.94</b>	<b>44.64%</b>
<b>Net Ordinary Income</b>	<b>-3,148.27</b>	<b>5,103.48</b>	<b>-24,943.94</b>	<b>-20.46%</b>
<b>Other Income/Expense</b>				
<b>Other Income</b>				
98000 · Transfer from HOT Fund Balance	0.00	0.00	24,943.94	0.0%
<b>Total Other Income</b>	<b>0.00</b>	<b>0.00</b>	<b>24,943.94</b>	<b>0.0%</b>
<b>Net Other Income</b>	<b>0.00</b>	<b>0.00</b>	<b>24,943.94</b>	<b>0.0%</b>
<b>Net Income</b>	<b>-3,148.27</b>	<b>5,103.48</b>	<b>0.00</b>	<b>100.0%</b>

Village of Salado, Hotel-Motel Fund  
**Check Listing**  
As of March 31, 2023

Date	Num	Name	Memo	Amount
03/02/2023	1804	FM 158 Land, Ltd.	Digital Advertising	1,000.00
03/02/2023	1805	Texas Travel Alliance	Travel Expo- Registration and Sponsorship	675.00
03/08/2023	1806	PizzazzingYou & Associates, Inc.	Special Event- Qty 200 Prepackaged Macarons	400.00
03/08/2023	1807	Primary Media	Billboard	1,700.00
03/16/2023	1808	Primary Media	Billboard	850.00
03/16/2023	1809	Visit Widget LLC	Website Hosting & Support	818.00
03/23/2023	1810	Salado Chamber of Commerce	Tourism Lease at Visitor's Center	1,517.00
03/30/2023	1811	Brandett Marketing	Marketing Supplies- Lip Balm & Sunstick Qty: 1000	1,142.82
03/30/2023	1812	FM 158 Land, Ltd.	Digital Advertising	1,000.00
				<u>9,102.82</u>
				<u><b>9,102.82</b></u>

## Village of Salado- 400 Wastewater System Revenue

04/12/23

## Balance Sheet

Accrual Basis

As of March 31, 2023

	<u>Mar 31, 23</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	33,917.99
Accounts Receivable	44,276.17
<b>Other Current Assets</b>	
Allowance for Doubtful Accounts	-11,787.04
Accounts Receivable- Sewer Conn	18,792.00
<b>Total Other Current Assets</b>	<u>7,004.96</u>
<b>Total Current Assets</b>	<u>85,199.12</u>
<b>TOTAL ASSETS</b>	<b><u>85,199.12</u></b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	14,271.29
<b>Other Current Liabilities</b>	
Accrued Interest	12,714.00
Due to General Fund	334,975.46
<b>Total Other Current Liabilities</b>	<u>347,689.46</u>
<b>Total Current Liabilities</b>	<u>361,960.75</u>
<b>Total Liabilities</b>	361,960.75
<b>Equity</b>	
Retained Earnings	-255,749.83
Net Income	-21,011.80
<b>Total Equity</b>	<u>-276,761.63</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>85,199.12</u></b>

**VILLAGE OF SALADO, TEXAS**  
**FUND BALANCE- WASTEWATER SYSTEM FUND**  
**As of March 31, 2023**

**Current Assets:**

Cash and Cash Equivalents	\$ 33,917.99
Receivables	\$ 51,281.13
<b>Total Current Assets</b>	<u>\$ 85,199.12</u>

**Liabilities and Fund Balances:**

**Liabilities:**

Accounts Payable	\$ 14,271.29
Accrued Interest	\$ 12,714.00
Intergovernmental Payable	\$ 334,975.46
<b>Total Liabilities</b>	<u>\$ 361,960.75</u>

**Reserves/Balances:**

Non-spendable Fund Balance	\$ -
Restricted Fund Balance	\$ -
Committed Fund Balance- Plant Operations	\$ (276,761.63)
Assigned Fund Balance	
Unassigned Fund Balance	\$ -
<b>Total Reserves/Balances</b>	<u>\$ (276,761.63)</u>

<b>Total Liabilities and Fund Balances</b>	<u>\$ 85,199.12</u>
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**Village of Salado- 400 Wastewater System Revenue**  
**Profit & Loss Budget Performance**  
 March 2023

	Mar 23	Oct '22 - Mar 23	Annual Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
<b>Monthly Service Fees</b>	22,447.23	134,683.38	285,000.00	47.26%
<b>Interest Income</b>	22.62	138.60	35.00	396.0%
<b>Total Income</b>	22,469.85	134,821.98	285,035.00	47.3%
<b>Expense</b>				
<b>Misc</b>	1,460.00	1,460.00		
<b>Bank Service Charge</b>	0.00	0.00	1.00	0.0%
<b>Maintenance Contractor</b>	14,093.33	98,653.31	172,077.00	57.33%
<b>Professional Fees- Engineering</b>	0.00	0.00	5,607.00	0.0%
<b>Repairs</b>	0.00	10,468.85	15,000.00	69.79%
<b>Sludge Disposal</b>	0.00	0.00	5,000.00	0.0%
<b>Supplies</b>	0.00	7,150.00	25,000.00	28.6%
<b>TCEQ Fees</b>	0.00	1,250.00	1,250.00	100.0%
<b>Utilities</b>				
<b>Utilities- Electric</b>	642.04	35,819.81	59,000.00	60.71%
<b>Utilities- Water</b>	169.37	1,031.81	2,100.00	49.13%
<b>Total Utilities</b>	811.41	36,851.62	61,100.00	60.31%
<b>Total Expense</b>	16,364.74	155,833.78	285,035.00	54.67%
<b>Net Ordinary Income</b>	6,105.11	-21,011.80	0.00	100.0%
<b>Net Income</b>	<b>6,105.11</b>	<b>-21,011.80</b>	<b>0.00</b>	<b>100.0%</b>



Village of Salado- 400 Wastewater System Revenue  
**Check Listing**  
As of March 31, 2023

Date	Num	Name	Memo	Amount
03/08/2023	100282	CH2MHILL OMI	Additional Repairs/Equipment	3,306.25
03/08/2023	100283	Salado Water Supply Corporation	Utilities: Water	169.29
03/10/2023	Draft	Cirro- USR Electrical	Cirro Electric- Waste Water 1414 Royal St. Lift Station	108.70
03/20/2023	100284	Salado Water Supply Corporation	Data for Annual Rate Calculations	1,460.00
03/23/2023	100285	Frontier Utilities	Electric Service at 401 S Stagecoach Road Well	46.49
03/27/2023	Draft	Cirro- USR Electrical	Cirro Electric- Waste Water Facilities Accounts	586.96
				<u>5,677.69</u>
				<u><b>5,677.69</b></u>

## Village of Salado- 500 Wastewater Customer Deposits

04/12/23

## Balance Sheet

Accrual Basis

As of March 31, 2023

	<u>Mar 31, 23</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	10,529.26
<b>Other Current Assets</b>	
Due to/from Other Funds	100.00
<b>Total Other Current Assets</b>	<u>100.00</u>
<b>Total Current Assets</b>	<u>10,629.26</u>
<b>TOTAL ASSETS</b>	<b><u>10,629.26</u></b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
Wastewater Customer Deposits	10,830.00
<b>Total Other Current Liabilities</b>	<u>10,830.00</u>
<b>Total Current Liabilities</b>	<u>10,830.00</u>
<b>Total Liabilities</b>	10,830.00
<b>Equity</b>	
Retained Earnings	-227.54
Net Income	26.80
<b>Total Equity</b>	<u>-200.74</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>10,629.26</u></b>

Village of Salado- 500 Wastewater Customer Deposits

**Profit & Loss**

October 2022 through March 2023

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	<u>Oct '22 - Mar 23</u>
Ordinary Income/Expense	
Income	
Interest Income	53.54
Total Income	53.54
Net Ordinary Income	53.54
Net Income	<u><u>53.54</u></u>

Village of Salado- 500 Wastewater Customer Deposits  
**Check Listing**  
As of March 31, 2023

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
(No checks drawn this period)				
				<u>0.00</u>
				<u>0.00</u>

## Village of Salado - 700 WW Permanent Improvement Bonds

04/12/23

## Balance Sheet

Accrual Basis

As of March 31, 2023

	<u>Mar 31, 23</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1002 · Horizon Bond Disbursement x8630	57,536.83
1003 · Horizon '18 Bond Proceeds x9230	317,617.60
1004 · Impact Fees Horizon x8444	4,871.91
<b>Total Checking/Savings</b>	<u>380,026.34</u>
<b>Total Current Assets</b>	380,026.34
<b>Fixed Assets</b>	
1520 · Equipment	5,857.10
1530 · Wastewater Treatment Facility	11,270,909.77
1531 · Accum Depr- Depreciation WWTP	-1,210,437.54
<b>Total Fixed Assets</b>	<u>10,066,329.33</u>
<b>TOTAL ASSETS</b>	<b><u>10,446,355.67</u></b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
2900 · Restricted Impact Fees	174,788.34
<b>Total Other Current Liabilities</b>	<u>174,788.34</u>
<b>Total Current Liabilities</b>	174,788.34
<b>Long Term Liabilities</b>	
2502 · '22 Refunding Bonds	7,480,000.00
2503 · Current Portion of Bonds	550,000.00
<b>Total Long Term Liabilities</b>	<u>8,030,000.00</u>
<b>Total Liabilities</b>	8,204,788.34
<b>Equity</b>	
3110 · Investments in Fixed Assets	2,036,329.00
32000 · Unrestricted Net Assets	203,062.87
Net Income	2,175.46
<b>Total Equity</b>	<u>2,241,567.33</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>10,446,355.67</u></b>

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# Village of Salado - 700 WW Permanent Improvement Bonds

04/12/23

## Profit & Loss

Accrual Basis

October 2022 through March 2023

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	<u>Oct '22 - Mar 23</u>
Ordinary Income/Expense	
Income	
4400 · Impact Fee Revenue	0.00
4100 · Interest Income	2,175.46
	<hr/>
Total Income	2,175.46
	<hr/>
Net Ordinary Income	2,175.46
	<hr/>
Net Income	<u><u>2,175.46</u></u>

# Village of Salado - 700 WW Permanent Improvement Bonds

## Check Listing

As of March 31, 2023

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
(No checks drawn this period)				<u>0.00</u>
				<u>0.00</u>

## Village of Salado - 300 Interest and Sinking Fund

## Balance Sheet

As of March 31, 2023

	<u>Mar 31, 23</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	646,431.46
<b>Other Current Assets</b>	
1200 · Due To/From General Fund	67,696.00
1215 · Property Tax Receivable	18,405.80
<b>Total Other Current Assets</b>	<u>86,101.80</u>
<b>Total Current Assets</b>	<u>732,533.26</u>
<b>TOTAL ASSETS</b>	<b><u>732,533.26</u></b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
2704 · Deferred Revenue- Ad Valorem	16,727.49
<b>Total Other Current Liabilities</b>	<u>16,727.49</u>
<b>Total Current Liabilities</b>	<u>16,727.49</u>
<b>Total Liabilities</b>	16,727.49
<b>Equity</b>	
32000 · Unrestricted Net Assets	140,465.29
Net Income	575,340.48
<b>Total Equity</b>	<u>715,805.77</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>732,533.26</u></b>



**Village of Salado - 300 Interest and Sinking Fund**  
**Profit & Loss Budget Performance**  
 March 2023

	Mar 23	Oct '22 - Mar 23	Annual Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
<b>4000 · Property Tax Revenue</b>	67,696.00	644,872.61	705,147.98	91.45%
<b>4100 · Interest Income</b>	2,377.22	6,752.87	3,500.00	192.94%
<b>Total Income</b>	70,073.22	651,625.48	708,647.98	91.95%
<b>Expense</b>				
<b>6111 · 2022 Bond Principal</b>	0.00	0.00	550,000.00	0.0%
<b>6112 · 2022 Bond Interest</b>	0.00	76,285.00	152,570.00	50.0%
<b>Total Expense</b>	0.00	76,285.00	702,570.00	10.86%
<b>Net Ordinary Income</b>	70,073.22	575,340.48	6,077.98	9,465.98%
<b>Net Income</b>	<b>70,073.22</b>	<b>575,340.48</b>	<b>6,077.98</b>	<b>9,465.98%</b>

# Village of Salado - 300 Interest and Sinking Fund

## Check Listing

As of March 31, 2023

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
(No checks drawn this period)				
				<u>0.00</u>
				<u>0.00</u>