

C/O CREATIVE MANAGEMENT CO.
8323 SOUTHWEST FRWY., STE. 330
HOUSTON TX 77074

		ENDING BALANCE	TOTAL
ASSETS			
CURRENT ASSETS			
1105	PACIFIC WESTERN OPERATING ACCOUNT	69,737.89	
1126	ALLIANCE ASSOCIATION BANK	25,238.61	
1152	CAPITAL ONE BANK	25,056.88	
	TOTAL CURRENT ASSETS		120,033.38
RESERVES			
1970	MORGAN STANLEY CERTIFICATE 04/05/24	200,000.00	
1970	MORGAN STANLEY MONEY MARKET	209,752.16	
	TOTAL RESERVES		409,752.16
	TOTAL ASSETS		529,785.54
LIABILITIES AND CAPITAL			
CAPITAL			
3910	RETAINED EARNINGS	(56,644.51)	
3915	RESERVE- CONTINGENCY	605,404.32	
	CURRENT INCOME	(18,974.27)	
	TOTAL CAPITAL		529,785.54
	TOTAL LIABILITIES/CAPITAL		529,785.54

C/O CREATIVE MANAGEMENT CO.
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RECAP OF CASH FLOW

BEGINNING CASH	534,724.02
NET INCOME FROM OPERATIONS	(4,938.48)
ENDING CASH	529,785.54

CASH ACCOUNT

PACIFIC WESTERN OPERATING ACCO	69,737.89
ALLIANCE ASSOCIATION BANK	25,238.61
CAPITAL ONE BANK	25,056.88
MORGAN STANLEY WEALTH MGMT	409,752.16
	529,785.54

THE BARCLAY OWNERS ASSOCIATION, INC.
STATEMENT OF OPERATIONS VARIANCE
02/29/2024

C/O CREATIVE MANAGEMENT CO.
8323 SOUTHWEST FRWY., STE. 330
HOUSTON TX 77074

ACCT	M-T-D ACTUAL	MTD BUDGET	VARIANCE	Y-T-D ACTUAL	Y-T-D BUDGET	VARIANCE	ANNUAL BUDGET	BUDGET REMAINING
INCOME								
4100	ASSESSMENTS	209,400.51	231,361	(21,960.49)	430,774.20	462,722	(31,947.80)	2,776,328 (2,345,553.80)
4225	FEES/COLLECTIONS	45.00	0	45.00	75.00	0	75.00	0 75.00
4250	FINE/DAMAGE	8,165.89	200	7,965.89	9,865.89	400	9,465.89	2,400 7,465.89
4300	INTEREST	60.00	200	(140.00)	146.36	400	(253.64)	2,400 (2,253.64)
4350	KEYS/CARDS/REMOTES	40.00	130	(90.00)	120.00	260	(140.00)	1,560 (1,440.00)
4400	LATE CHARGE	550.00	600	(50.00)	900.00	1,200	(300.00)	7,200 (6,300.00)
4420	LAUNDRY INCOME	0.00	334	(334.00)	0.00	668	(668.00)	4,008 (4,008.00)
4440	LEASE INCOME CLEAR CHANNEL	100.00	292	(192.00)	100.00	584	(484.00)	3,504 (3,404.00)
4450	LEGAL	2,312.00	500	1,812.00	2,312.00	1,000	1,312.00	6,000 (3,688.00)
4455	MOVE IN/OUT FEE	75.00	50	25.00	75.00	100	(25.00)	600 (525.00)
4573	PAYMENT AGREEMENT	101.10	0	101.10	126.10	0	126.10	0 126.10
4610	SALE PACKET	0.00	675	(675.00)	300.00	1,350	(1,050.00)	8,100 (7,800.00)
4755	TRANSFER FEE	(50.00)	0	(50.00)	(50.00)	0	(50.00)	0 (50.00)
	TOTAL INCOME	220,799.50	234,342	(13,542.50)	444,744.55	468,684	(23,939.45)	2,812,100 (2,367,355.45)
OPERATING EXPENSES								
MAINTENANCE & REPAIRS								
5005	A/C & HEATING	13,252.66	3,000	(10,252.66)	15,613.80	6,000	(9,613.80)	36,000 20,386.20
5010	ACCESS DOOR REPAIRS	416.76	250	(166.76)	748.70	500	(248.70)	3,000 2,251.30
5015	ACCESS GATE REPAIRS	0.00	209	209.00	0.00	418	418.00	2,508 2,508.00
5018	AWNINGS	0.00	167	167.00	0.00	334	334.00	2,004 2,004.00
5023	BRICK & MASONRY	0.00	250	250.00	0.00	500	500.00	3,000 3,000.00
5025	BUILDING	1,935.57	4,167	2,231.43	4,071.45	8,334	4,262.55	50,004 45,932.55
5033	CARPET CLEANING	1,636.32	1,250	(386.32)	1,906.95	2,500	593.05	15,000 13,093.05
5035	CARPET & FLOOR TILE	0.00	167	167.00	0.00	334	334.00	2,004 2,004.00
5045	ELECTRICAL	0.00	834	834.00	140.00	1,668	1,528.00	10,008 9,868.00
5050	ELEVATORS	0.00	1,000	1,000.00	0.00	2,000	2,000.00	12,000 12,000.00
5075	FENCES	0.00	84	84.00	0.00	168	168.00	1,008 1,008.00
5080	FIRE ALARMS & PREVENTION	0.00	1,250	1,250.00	0.00	2,500	2,500.00	15,000 15,000.00
5081	FLAG REPLACEMENT	0.00	44	44.00	0.00	88	88.00	528 528.00
5100	GUTTERS	0.00	834	834.00	0.00	1,668	1,668.00	10,008 10,008.00
5108	IRRIGATION	0.00	125	125.00	0.00	250	250.00	1,500 1,500.00
5110	KEYS & LOCKS	167.77	250	82.23	167.77	500	332.23	3,000 2,832.23
5115	LANDSCAPING	1,053.93	834	(219.93)	1,053.93	1,668	614.07	10,008 8,954.07
5117	LANDSCAPE COMMITTEE	0.00	417	417.00	0.00	834	834.00	5,004 5,004.00
5120	LIGHTING	485.51	417	(68.51)	496.11	834	337.89	5,004 4,507.89
5125	MISCELLANEOUS	10.00	10	0.00	23.56	20	(3.56)	120 96.44
5135	PAINTING & S/R - INTERIOR	372.96	542	169.04	690.24	1,084	393.76	6,504 5,813.76
5140	PLUMBING	17,957.63	6,667	(11,290.63)	24,283.23	13,334	(10,949.23)	80,004 55,720.77
5145	POOL FURNITURE	0.00	42	42.00	0.00	84	84.00	504 504.00
5150	POOL REPAIR & SUPPLIES	0.00	667	667.00	0.00	1,334	1,334.00	8,004 8,004.00
5160	PROFESSIONAL SERVICE	0.00	334	334.00	0.00	668	668.00	4,008 4,008.00
5165	ROOF REPAIRS	0.00	1,666	1,666.00	0.00	3,332	3,332.00	19,992 19,992.00
5170	SALARIES	24,003.16	30,949	6,945.84	52,313.63	61,898	9,584.37	373,563 321,249.37
5171	SALARIES - OVERTIME	60.47	417	356.53	843.98	834	(9.98)	5,004 4,160.02
5175	SIGNS	290.07	42	(248.07)	352.03	84	(268.03)	504 151.97
5185	SUPPLIES	797.86	1,250	452.14	2,169.07	2,500	330.93	15,000 12,830.93
5197	TREES	0.00	1,667	1,667.00	0.00	3,334	3,334.00	20,004 20,004.00
5200	TOOLS & EQUIPMENT	0.00	334	334.00	0.00	668	668.00	4,008 4,008.00
	TOTAL MAINTENANCE & REPAIRS	62,440.67	60,136	(2,304.67)	104,874.45	120,272	15,397.55	723,807 618,932.55
CONTRACT SERVICES EXPENSES								
5310	CABLE CONTRACT	13,096.51	12,490	(606.51)	26,193.02	24,980	(1,213.02)	149,880 123,686.98
5315	ELEVATOR CONTRACT	0.00	0	0.00	15,631.56	15,632	0.44	15,632 0.44
5320	EXTERMINATING CONTRACT	11,229.86	0	(11,229.86)	11,229.86	0	(11,229.86)	13,921 2,691.14
5322	MOSQUITO CONTROL	0.00	0	0.00	0.00	0	0.00	1,050 1,050.00
5325	EXTERMINATING CONTRACT-TERMI	0.00	0	0.00	0.00	1,556	1,556.00	1,556 1,556.00
5327	FIRE ALARM MONITORING	0.00	0	0.00	0.00	0	0.00	3,897 3,897.00
5330	LANDSCAPE CONTRACT	2,981.97	2,923	(58.97)	5,941.19	5,846	(95.19)	35,076 29,134.81
5335	PATROL CONTRACT	7,197.55	6,256	(941.55)	21,456.65	12,512	(8,944.65)	75,072 53,615.35
5340	POOL CONTRACT	1,380.19	1,275	(105.19)	2,760.38	2,550	(210.38)	15,300 12,539.62
5355	TRASH CONTRACT	4,332.83	4,333	0.17	8,665.66	8,666	0.34	51,996 43,330.34
5360	WATER TREATMENT CONTRACT	2,318.72	2,240	(78.72)	4,896.16	4,480	(416.16)	26,880 21,983.84
	TOTAL CONTRACT SERVICES	42,537.63	29,517	(13,020.63)	96,774.48	76,222	(20,552.48)	390,260 293,485.52

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02/29/2024

C/O CREATIVE MANAGEMENT CO.
8323 SOUTHWEST FRWY., STE. 330
HOUSTON TX 77074

ACCT	M-T-D ACTUAL	MTD BUDGET	VARIANCE	Y-T-D ACTUAL	Y-T-D BUDGET	VARIANCE	ANNUAL BUDGET	BUDGET REMAINING	
INSURANCE EXPENSES									
5401	ACCIDENT VOLUNTEERS	0.00	0	0.00	0	0.00	345	345.00	
5402	BOILER & MACHINERY	321.17	0	(321.17)	642.34	0	(642.34)	3,971	
5405	DIRECTORS & OFFICERS	927.86	0	(927.86)	1,855.72	0	(1,855.72)	11,471	
5415	FLOOD	0.00	0	0.00	0.00	0	0.00	58,023	
5417	GENERAL LIABILITY	921.90	0	(921.90)	1,843.80	0	(1,843.80)	11,398	
5425	OTHER INSURANCE	5,115.54	6,632	1,516.46	10,231.08	13,264	3,032.92	79,584	
5427	PROPERTY CASUALTY	47,874.13	0	(47,874.13)	95,748.26	0	(95,748.26)	592,874	
5435	UMBRELLA	258.74	0	(258.74)	517.48	0	(517.48)	3,199	
5440	WORKER'S COMPENSATION	0.00	459	459.00	0.00	918	918.00	5,508	
	TOTAL INSURANCE EXPENSES	55,419.34	7,091	(48,328.34)	110,838.68	14,182	(96,656.68)	766,373	655,534.32
GENERAL & ADMINISTRATIVE									
5505	ACCOUNTING/AUDITS	625.30	150	(475.30)	1,463.67	4,800	3,336.33	6,300	
5510	ANSWERING SERVICE	258.72	334	75.28	3,349.26	668	(2,681.26)	4,008	
5515	BANK CHARGES	64.14	75	10.86	130.82	150	19.18	900	
5530	LEGAL-CORPORATE	0.00	1,250	1,250.00	182.50	2,500	2,317.50	15,000	
5535	LEGAL-INDIVIDUAL	995.00	667	(328.00)	1,495.00	1,334	(161.00)	8,004	
5540	MANAGEMENT FEE	3,795.00	3,795	0.00	7,624.98	7,590	(34.98)	45,540	
5545	MISC ADMINISTRATIVE	548.16	250	(298.16)	1,789.02	500	(1,289.02)	3,000	
5550	MEETING EXPENSE	75.00	84	9.00	175.00	168	(7.00)	1,008	
5551	MILEAGE EXPENSE	143.20	75	(68.20)	258.40	150	(108.40)	900	
5554	OFFICE EQUIPMENT	364.49	667	302.51	781.04	1,334	552.96	8,004	
5555	OFFICE SUPPLIES&PRINTING	68.22	292	223.78	100.77	584	483.23	3,504	
5562	POSTAGE	81.37	292	210.63	145.39	584	438.61	3,504	
5565	PERMITS	0.00	803	803.00	0.00	1,606	1,606.00	9,636	
5570	SALARIES	8,431.92	8,729	297.08	17,666.88	17,458	(208.88)	105,598	
5580	UNIFORMS	0.00	125	125.00	0.00	250	250.00	1,500	
5586	WEBSITE	0.00	84	84.00	0.00	168	168.00	1,008	
	TOTAL GEN'L & ADMINISTRATIVE	15,450.52	17,672	2,221.48	35,162.73	39,844	4,681.27	217,414	182,251.27
5605	ELECTRICITY	0.00	17,008	17,008.00	18,244.58	36,151	17,906.42	276,962	
5610	GAS	5,039.63	3,000	(2,039.63)	5,039.63	8,000	2,960.37	45,749	
5615	WATER & SEWER	17,800.59	16,935	(865.59)	36,689.93	33,980	(2,709.93)	256,893	
5620	TELEPHONE	3,678.78	3,333	(345.78)	7,644.12	6,666	(978.12)	39,996	
5625	INTERNET	747.39	666	(81.39)	1,491.51	1,332	(159.51)	7,992	
	TOTAL UTILITIES	27,266.39	40,942	13,675.61	69,109.77	86,129	17,019.23	627,592	558,482.23
TAX EXPENSES									
5710	EMPLOYER FICA	2,485.92	3,035	549.08	5,418.09	6,070	651.91	36,652	
5730	UNEMPLOYMENT TAX	169.29	88	(81.29)	482.01	176	(306.01)	1,056	
	TOTAL TAXES	2,655.21	3,123	467.79	5,900.10	6,246	345.90	37,708	31,807.90
	TOTAL OPERATING EXPENSES	205,769.76	158,481	(47,288.76)	422,660.21	342,895	(79,765.21)	2,763,154	2,340,493.79
CAPITAL IMPROVEMENTS									
6015	A/C & HEATING	16,399.22	0	(16,399.22)	33,448.61	0	(33,448.61)	0	
6032	BALCONY	3,569.00	2,500	(1,069.00)	3,569.00	5,000	1,431.00	30,000	
6040	BUILDING	0.00	0	0.00	4,041.00	0	(4,041.00)	0	
6102	FIRE ALARMS & PREVENTION	0.00	1,579	1,579.00	0.00	3,158	3,158.00	18,946	
	TOTAL CAPITAL IMPROVEMENTS	19,968.22	4,079	(15,889.22)	41,058.61	8,158	(32,900.61)	48,946	7,887.39
	TOTAL EXPENSES	225,737.98	162,560	(63,177.98)	463,718.82	351,053	(112,665.82)	2,812,100	2,348,381.18
	TOTAL EXPENSES	225,737.98	162,560	(63,177.98)	463,718.82	351,053	(112,665.82)	2,812,100	2,348,381.18
	NET INCOME/(LOSS)	(4,938.48)	71,782	(76,720.48)	(18,974.27)	117,631	(136,605.27)	0	(18,974.27)

C/O CREATIVE MANAGEMENT CO.
8323 SOUTHWEST FRWY., STE. 330
HOUSTON TX 77074

LAST	Feb	Feb	Jan	Dec	Nov	Oct	Sep	Aug	Jul	Jun	May	Apr	Mar
INCOME													
ASSESSMENTS	209,637	209,401	221,374	234,818	230,838	205,884	222,216	240,401	218,329	228,283	232,682	203,891	237,785
FEEES/COLLECTIONS	(75)	45	30	60	60	(45)	(195)	240	(105)	(15)	(75)	(45)	195
FINE/DAMAGE	165	8,166	1,700	684	0	957	0	400	0	200	0	200	500
INTEREST	68	60	86	61	71	5,490	93	97	105	106	78	1,684	54
KEYS/CARDS/REMOTES	303	40	80	113	130	150	35	249	1,764	240	0	142	103
LATE CHARGE	750	550	350	401	800	350	575	1,200	475	750	900	1,300	1,350
LAUNDRY INCOME	1,070	0	0	0	965	0	0	280	0	0	0	234	0
LEASE INCOME CLEAR CHANNE	300	100	0	0	300	200	100	500	675	400	0	100	200
LEGAL	0	2,312	0	365	0	250	750	4,696	75	75	300	675	1,350
MOVE IN/OUT FEE	0	75	0	50	125	325	0	300	0	200	0	100	0
OTHER	0	0	0	0	15	0	0	15	0	0	0	0	0
PAYMENT AGREEMENT	(100)	101	25	0	0	(25)	0	25	0	(75)	25	50	0
SALE PACKET	1,800	0	300	300	1,200	1,500	600	600	1,500	2,100	0	300	1,200
TENANT SCREENING	0	0	0	0	0	0	0	0	0	100	0	0	0
TRANSFER FEE	0	(50)	0	0	0	0	(250)	250	0	0	(250)	(175)	425
TOTAL INCOME	213,918	220,800	223,945	236,851	234,504	215,036	223,924	249,252	222,818	232,365	233,660	208,456	243,162
OPERATING EXPENSES													
MAINTENANCE & REPAIRS													
A/C & HEATING	2,402	13,253	2,361	2,030	4,546	13,167	9,821	5,131	3,351	2,730	3,546	321	2,566
ACCESS DOOR REPAIRS	0	417	332	200	0	0	265	0	2,580	0	0	0	0
ACCESS GATE REPAIRS	0	0	0	0	0	0	0	245	0	200	0	0	0
AWNINGS	0	0	0	0	2,013	0	0	0	0	0	0	0	3,897
BUILDING	2,426	1,936	2,136	4,268	2,482	3,168	3,427	6,045	3,951	1,346	2,253	1,130	3,527
CARPET CLEANING	0	1,636	271	7,312	7,328	0	0	972	0	0	271	520	0
CARPET & FLOOR TILE	0	0	0	0	0	0	0	(11)	689	0	0	0	0
CARPORTS/DRIVEWAYS/SIDEWA	0	0	0	0	0	1,080	0	0	0	0	0	0	0
ELECTRICAL	538	0	140	0	330	240	0	0	0	0	0	0	340
ELEVATORS	0	0	0	0	4,855	0	0	0	0	0	0	0	0
FIRE ALARMS & PREVENTION	0	0	0	0	0	325	1,267	1,624	0	38	1,396	1,299	1,846
FLAG REPLACEMENT	0	0	0	0	0	0	0	0	0	0	270	0	0
GUTTERS	2,400	0	0	0	0	0	0	0	0	2,650	0	0	0
IRRIGATION	0	0	0	0	0	0	0	0	0	0	146	0	0
INSURANCE CLAIM	0	0	0	0	0	0	0	5,225	1,741	0	0	0	0
KEYS & LOCKS	163	168	0	0	61	130	0	0	0	0	168	0	0
LANDSCAPING	0	1,054	0	998	254	0	0	1,143	2,647	3,130	422	2,810	0
LANDSCAPE COMMITTEE	0	0	0	375	0	0	444	0	0	0	0	0	0
LIGHTING	19	486	11	287	182	0	2,912	195	15	59	363	0	0
MISCELLANEOUS	0	10	14	0	12	0	0	0	0	0	0	51	0
PAINTING & S/R - INTERIOR	0	373	317	349	88	922	822	101	715	1,000	1,550	1,422	388
PLUMBING	3,668	17,958	6,326	6,783	8,075	23,516	4,700	3,763	3,954	13,073	5,795	12,794	5,771
POOL FURNITURE	0	0	0	111	0	0	0	246	255	0	0	0	0
POOL REPAIR & SUPPLIES	0	0	0	0	0	511	189	99	0	49	57	675	0
PROFESSIONAL SERVICE	0	0	0	0	0	0	0	0	0	0	0	0	2,975
ROOF REPAIRS	4,923	0	0	0	1,241	2,530	0	0	8,031	0	2,094	967	0
SALARIES	28,721	24,003	28,310	26,899	26,025	26,025	24,920	27,208	26,025	25,219	26,025	26,025	23,629
SALARIES - OVERTIME	240	60	784	559	678	545	799	1,782	571	616	247	767	549
SIGNS	0	290	62	0	0	363	0	0	0	0	415	0	0
SUPPLIES	1,049	798	1,371	1,767	234	771	1,460	830	1,066	694	979	1,929	555
TREES	0	0	0	0	5,000	0	0	0	7,500	2,300	750	0	0
TOOLS & EQUIPMENT	0	0	0	0	195	0	529	0	447	0	0	0	0
TOTAL MAINTENANCE & REPAI	46,549	62,441	42,434	51,938	63,599	73,292	51,554	54,597	63,539	53,104	46,747	50,709	46,044
CONTRACT SERVICES EXPENSES													
CABLE CONTRACT	12,988	13,097	13,097	12,483	12,694	25,269	12,910	13,401	12,795	13,300	224	12,780	12,989
ELEVATOR CONTRACT	0	0	15,632	0	0	0	0	0	0	0	0	0	0
EXTERMINATING CONTRACT	0	11,230	0	0	0	0	0	0	0	0	0	13,921	0
MOSQUITO CONTROL	0	0	0	0	230	215	175	175	175	95	0	0	0
EXTERMINATING CONTRACT-TE	0	0	0	0	0	0	0	0	0	0	0	1,452	0
FIRE ALARM MONITORING	0	0	0	0	0	0	0	0	0	3,897	0	0	0
LANDSCAPE CONTRACT	2,950	2,982	2,959	2,959	2,959	2,959	2,959	2,959	2,959	2,959	2,959	2,950	3,443
PATROL CONTRACT	8,495	7,198	14,259	8,595	11,307	14,159	11,429	11,327	16,991	14,159	5,664	14,159	14,159
POOL CONTRACT	0	1,380	1,380	1,380	2,300	1,380	460	2,971	249	1,884	1,884	0	0
TRASH CONTRACT	4,766	4,333	4,333	0	9,322	4,809	4,766	4,966	433	9,055	4,766	4,766	4,816
WATER TREATMENT CONTRACT	2,238	2,319	2,577	2,238	980	2,238	2,238	2,238	3,496	980	2,238	2,238	3,496
TOTAL CONTRACT SERVICES	31,437	42,538	54,237	27,656	39,792	51,029	34,937	38,037	37,098	46,329	17,735	52,266	38,902
INSURANCE EXPENSES													
ACCIDENT VOLUNTEERS	0	0	0	0	0	0	0	0	0	300	0	0	0
BOILER & MACHINERY	0	321	321	321	321	321	321	321	321	345	0	0	0
DIRECTORS & OFFICERS	0	928	928	928	928	928	928	928	928	998	0	0	0
FLOOD	0	0	0	0	0	0	0	40,755	0	17,268	0	0	0
GENERAL LIABILITY	0	922	922	922	922	922	922	922	922	991	0	0	0
OTHER INSURANCE	6,248	5,116	5,116	5,116	5,116	5,116	5,116	5,116	4,391	2,311	2,311	5,840	5,629
PROPERTY CASUALTY	0	47,874	47,874	47,874	47,874	47,874	47,874	47,874	47,874	52,382	0	5,829	0
UMBRELLA	0	259	259	259	259	259	259	259	259	278	0	0	0
WORKER'S COMPENSATION	0	0	0	0	0	0	0	0	0	5,026	0	0	0
TOTAL INSURANCE EXPENSES	6,248	55,419	55,419	55,419	55,419	55,419	55,419	96,174	54,694	79,899	2,311	11,669	5,629