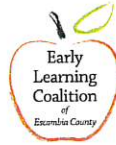


Board Meeting May 14, 2026

Consent Agenda

- | | |
|---|-----------------|
| 1. Agenda | CA 1-2 |
| 2. Public Announcements | CA 3-4 |
| 3. Minutes: February 18, 2026 | CA 5-9 |
| 4. Financials: January 2026 | CA 10-14 |
| 5. Financials February 2026 | CA 15-19 |
| 6. Statement of Activity 7/2025 – 5/7/2026 | CA20-21 |



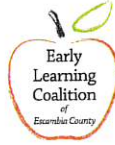
Early Learning Coalition of Escambia County
Board Meeting Agenda
May 14, 2026, at 10:00 a.m.

| | Pages |
|--|---------------------------|
| I. Welcome and Introductions | |
| a. Notification of this meeting of the Board of Directors was posted to the Coalition Public Calendar Board and sent to the Pensacola News Journal for publication on April 28, 2026 | |
| II. Public Comments | |
| III. Chair Opening Comments | |
| a. Approval of Consent Agenda: Meeting Agenda, Minutes of March 9, 2026, Financial Reports for January and February 2026 (BA) | CA1 – CA21 |
| IV. Carr, Riggs & Ingram Single Audit Report | |
| a. Presentation of FY 2024-2025 Single Audit Report | |
| IV. Executive Committee Report | |
| a. New Board Members - Ruthie Noel, Ashley Colon & Deirdre Patton (BA) | 1-43 |
| b. Private Provider Representative – Ashley Colon (BA) | |
| c. Faith Based Provider Representative – Deirdre Patton (BA) | |
| d. ELCEC Use of Restricted Funds Policy & Procedures (BA) | 44-49 |
| e. Revised Developmental Screening Policy (BA) | 50-54 |
| f. Revised SR Program Assessment Policy (BA) | 55-62 |
| g. Revised Eligibility Manual (BA) | Att |
| h. Revised Eligibility Priority Template (BA) | 63-64 |
| i. Revised Fee Waiver Policy (BA) | 65-67 |
| j. Revised Anti-Fraud Plan (BA) | 68-77 |
| VI. Executive Director’s Report | |
| a. Coalition Status Reports: | |
| 1. Financial Update (D) | Mona Jackson 78-79 |
| 2. SR/VPK Enrollment/Wait List Status Report (D) | Nina Daniels 80-84 |
| 3. Contracting Summary Report (D) | Dawn Engel 85-86 |
| VII. Old Business | |
| a. Impact 100 Grant/Van - Update (D) | Melissa Jennings |
| VIII. New Business | |

Key: (BA) = Board Approval (D) = Discussion (I) = Information Att = Attached file

The mission of the Early Learning Coalition of Escambia County is to identify and meet the needs of children and families to lay the foundation for lifetime success by: maximizing each child’s potential, preparing children to enter school ready to learn, and helping families achieve economic self-sufficiency.

CA 1



- a. Employment Law Retainer - Update **(BA)**
- b. Retention of Legal Counsel **(BA)**
- c. Provider Termination – My Little Blessings **(D)** **87-90**
- d. Provider Review Hearing – Little Hands and Feet **(D)** **91-94**
- e. Nonparticipating Board Members **(D)**
- f. TORSCH Single Source Procurement **(I)** **95-96**
- g. Tandem Staffing Services **(I)**
- h. Community Outreach Vehicle Insurance **(I)** **97-102**
- i. Property and General Liability Insurance **(I)** **Att**

IX. Audits and Reviews in Progress

- a. 2024-2025 Financial Fiscal Monitoring Report #2 **(D)**

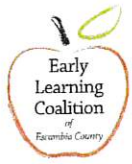
X. Adjourn

Next Meeting: Thursday, August 13, 2026, at 10:00 a.m. at the Early Learning Coalition offices, 1720 W. Fairfield Dr., Suite 100/400, Pensacola, FL 32501

Key: (BA) = Board Approval (D) = Discussion (I) = Information Att = Attached file

The mission of the Early Learning Coalition of Escambia County is to identify and meet the needs of children and families to lay the foundation for lifetime success by: maximizing each child's potential, preparing children to enter school ready to learn, and helping families achieve economic self-sufficiency.

CA2



Early Learning Coalition of Escambia County

1720 West Fairfield Drive, Suite 100/400
Pensacola FL. 32501

DATE: April 28, 2026

PUBLIC SERVICE ANNOUNCEMENT

A meeting of the legislatively mandated Early Learning Coalition of Escambia County

Board Meeting will be held on Thursday, 14th of May at 10:00 a.m.

at the

Joyce Griffin Room for Professional Development and Testing
Early Learning Coalition of Escambia County
1720 West Fairfield Drive, Suite 100/400
Pensacola, FL. 32501

The agenda and meeting materials will be posted to www.elcescambia.org.
For more information, or to receive an invite to the full virtual meeting, call or email:
Renee Maxwell, Administrative Aide at (850) 595-5402 or askelc@elcescambia.org.

The meeting may be accessed by:

Joining the Zoom Meeting:

<https://us02web.zoom.us/j/83356984278?pwd=lz3xMGWRZLIbwOaOIkhgfJDYKzxGJ6.1>

Meeting ID: 833 5698 4278

Passcode: 134139



Renee Maxwell

From: Renee Maxwell
Sent: Tuesday, April 28, 2026 2:27 PM
To: Pensacola News Journal (business@pnj.com)
Subject: Public Service Announcements May 2026

Good afternoon,

Please post the following May 2026 meeting in your free government meeting calendar for the Early Learning Coalition of Escambia.

Board Meeting will be held on Thursday, May 14, 2026, at 10:00am.

The meeting will be held in the Joyce Griffin Room for Professional Development and Testing at the Early Learning Coalition of Escambia County
1720 West Fairfield Drive Suite 100/400 Pensacola, FL. 32501

The meeting may be accessed by:

Joining the Zoom Meeting

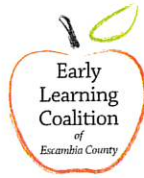
<https://us02web.zoom.us/j/83356984278?pwd=Iz3xMGWRZLlbwOaOIkhhgfJDYKzxGJ6.1>

Meeting ID: 833 5698 4278
Passcode: 134139

Renee Maxwell
Administrative Aide
Early Learning Coalition of Escambia County
1720 West Fairfield Dr.
Suite 100/400
Pensacola, FL 32501

rmaxwell@elcescambia.org www.elcescambia.org
Main: 850-595-5400, Direct Office Line: 850-595-5402

Sunshine Law and Public Records Caution: 1) The Florida Government in the Sunshine Law prohibits discussion outside of a duly noticed meeting between any two or more Early Learning Coalition of Escambia County board members regarding any matter that may come before the Board. This prohibition extends to discussions via email. 2) Furthermore, most email communications made or received by the Early Learning Coalition of Escambia County members or staff are considered public records that must be retained and, upon request, made available to the public and media.



**Early Learning Coalition of Escambia County
Board Meeting Minutes
February 18, 2026, 10:00 a.m.
Interim Chair: Tammy Hicks**

Members in Attendance

| | | |
|----------------|-----------------|----------------------|
| Tammy Hicks | Shacondra Primm | Deborah Tucker |
| Brian Wyer | Tarae Donaldson | Mary Ann Bickerstaff |
| Lindsey Cannon | Doug Brown | Melissa Sidoti |
| Craig Jones | Reginald Dogan | |

Members Absent

| | | |
|---------------|---------------|-------------|
| Edna Williams | Deanna Oleske | Cindy Kirk |
| Bambi Sealy | Mona Jackson | Paul Fetsko |

Public in Attendance

None

Staff in Attendance

| | | |
|------------------|--------------|---------------|
| Al Henderson | Dawn Engel | Tom Porter |
| Melissa Jennings | Nina Daniels | Renee Maxwell |

I. Welcome and Introduction

Notification of this meeting of the Board of Directors was sent to the Pensacola News Journal for publication on February 3, 2026, and posted to the Coalition Public Calendar Board. The meeting was called to order by the Interim Chair, Ms. Hicks.

II. Public Comments

None

III. Chair Opening Comments

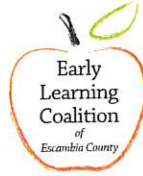
a. Approval of Consent Agenda: Meeting Agenda, Minutes of January 6, 2026, and Financial Reports for October through December 2025.

Discussions were had pertaining to amending the minutes to clarify a statement made by Ms. Maxwell.

Upon a motion made by Mr. Brown and seconded by Ms. Bickerstaff, the Meeting Agenda, and Financials for October through December 2025, were approved without objections.

Once the changes have been made to January 6th minutes, Board Secretary, Mr. Jones, will sign them and the minutes will be posted on the ELC website.

b. Board Handbook/Training



Ms. Hicks stated that after all the issues that occurred during the hiring process of the new Executive Director, there needs to be a refresher course on Sunshine Laws and duties of each of the Board members' positions.

Ms. Engel and Mr. Jones are currently working on a handbook for the Board members.

Mr. Brown suggested that there be annual Board member training.

IV. Executive Committee Report

a. Introduction of New Executive Director

The new Executive Director, Mr. Henderson, was introduced to the Board. Mr. Henderson presented a counteroffer with a salary range of \$120,000 to \$125,000 to EXCOM's original offer of \$90,000. EXCOM provided Mr. Henderson with their max and final offer of \$95,000, which he accepted. The \$95,000. counteroffer was approved by EXCOM. Mr. Henderson's first day was February 2, 2026.

b. Coalition's By-Laws Revision

Ms. Engel is working on revising the Coalition's By-Laws. Ms. Engel reached out to other coalitions for examples of their By-Laws. Our Coalition's By-Laws lacked in-depth details of what is expected from the Board. Ms. Engel shared a copy of the revision to the EXCOM to get the process of getting the revised By-Laws approved.

Mr. Brown suggested that the revised By-Laws be presented at two Board meetings, so all members have an opportunity to review them.

c. Gubernatorial Board Appointments and Total Board Membership

Ms. Hicks stated that there needs to be a search for a new permanent Board Chair. The Board currently has two Governor Appointment Private Sector positions still vacant.

The Board discussed having a Facebook Post to recruit candidates to fill the open positions on the Board.

V. Executive Director's Report

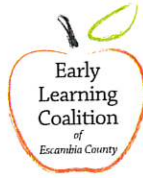
a. Coalition Status Reports:

1. Financial Update

Through December the Coalition spent \$9.4 million of the \$19.4 million SR grant which is 48.6% of the grant. SR Admin was 1.6%, Non-Direct Services was 14.8% and Quality was 8.5%. VPK Services was \$2.1 million of \$4.8 million which is 43.8%. VPK Admin spending was 2.2%. Note that the Invoice Dashboard still includes the \$1.4 million submitted as a Prior Year Invoice for SR services for June 2025. The DEL still has not adjusted the current year balances to account for this amount, and therefore utilization figures, and associated targets and restrictions, are skewed accordingly.

2. SR/VPK Enrollment/Wait List Status Report

There are 2,328 children enrolled in the School Readiness program of which 74 are SRMAT and 956 are school-age children. The BG8 ECOM Pri 6 Wait List has 64



children, BG8 ECON Pri 7 Wait List has 4 Children and the SRMAT Wait List has 30 children for a total of 98 children.

3. Contracting Summary Report

There are 87 SR Providers, and 67 VPK Providers under contract.

VI. Old Business

a. Fiscal Year 25-26 SR Funding Projections – Update

Mr. Porter spoke about the need to get the current enrollment numbers up. The Coalition currently has the funding, but the issue lies in getting parents to enroll their children in the SR/VPK programs.

b. Impact 100 Grant – Update

Ms. Jennings gave an update on the Van. The graphics have been approved, so the Coalition can move forward with the purchase of the Van. Next, the van will be sent out to be outfitted and wrapped.

The name for the van has been revealed: The Inspiration Station “Where Families and Learning Meet.”

VII. New Business

a. Mr. Thompson’s Board Resignation

Mr. Thompson submitted his Board resignation. Mr. Thompson’s resignation was effective January 31, 2026. Mr. Thompson has served on the Board since 2002. Ms. Maxwell asked the Board if the Board would like to have an appreciation award made for Mr. Thompson.

Upon a motion made by Ms. Donaldson and seconded by Mr. Jones, it was approved without objection to have an award made to present to Mr. Thompson.

b. RDC Chair Vacancy

Mr. Thompson served as the RDC Chair. With Mr. Thompson resigning, the RDC Chair is Vacant. Ms. Hicks asked the Board if there would be anyone who would be interested in the position. No one offered to volunteer for the opening.

c. Approval of New ED’s Credit Card

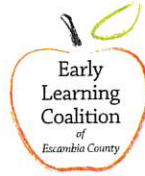
The Coalition has three credit card holders, Mr. Watson with a \$25,000 limit, Ms. Engel with a \$5,000 limit and Ms. Maxwell with a \$5,000 limit.

Mr. Watson’s card cannot be deactivated at this time due to outstanding charges that have to be paid.

Approval from the Board is required to add Mr. Henderson to the account.

Upon a motion made by Mr. Brown and seconded by Mr. Craig, it was approved without objection to add Mr. Henderson to the credit card account.

d. Approval of adding Mr. Henderson to the Checking Account



A discussion was held regarding adding Mr. Henderson to the checking account. Upon a motion made by Ms. Bickerstaff and seconded by Mr. Brown, it was approved without objection to add Mr. Henderson to the checking account.

e. Delegation Letter for the ED

The delegation letter that will allow Mr. Henderson to sign contracts and documents necessary to conduct Coalition business was presented to the Board for approval. Upon a motion made by Mr. Jones and seconded by Mr. Brown, the Delegation Letter was approved without objection.

f. Employee Handbook Revision

A revision was made to the Employee Handbook regarding the Coalition's College course reimbursement policy. During the discussion, Mr. Brown suggested that the handbook be reviewed by legal counsel.

Ms. Sidoti made a motion to have all documents legally reviewed as necessary. Mr. Brown Seconded the motion.

Discussion was had to find legal counsel for the Coalition.

The motion to have all documents legally reviewed as necessary was approved without objection.

Approval of the Employee Handbook was tabled until a later date.

g. MOU ELC and CAPC

Community Action Program Committee (CAPC) provided a Memorandum of Understanding (MOU) for the Board to review and approve. Upon a motion made by Mr. Jones and seconded by Ms. Donaldson, the Memorandum of Understanding between CAPC and the Coalition was approved without objection.

h. HR Services

The Coalition is still in search of company to handle the HR services.

i. Bruce Waston's Retirement Celebration Ideas

The Board has decided to plan a retirement ceremony for Mr. Watson. The ceremony will be held at the next Board meeting on May 14,2026.

VIII. Audits and Reviews in Progress

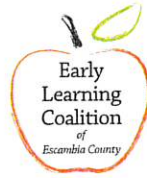
a. 2024-2025 Financial Review – Report

Financial Review has been submitted and waiting for approval.

b. 2024-2025 Accountability Review – Final Report and CAP

DEL confirms the successful final acceptance of all necessary corrective actions.

c. FY 2024-2025 A-133 Audit



The audit is ongoing

d. Second Desk Review

The second Desk Review is scheduled for March 15, 2026.

IX. Adjourn: 11:28 am

Next Meeting: Thursday, May 14, 2026, at 10:00 a.m. at the Early Learning Coalition offices at 1720 West Fairfield Dr., Suite 100/400, Pensacola, FL 32501

Board Secretary Signature:

Date:

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY

As of Jan 31, 2026

| | Total |
|---|-----------------------|
| Assets | |
| Current Assets | |
| Bank Accounts | |
| 1114 Renasant Bank - CHECKING | 2,111,536.28 |
| 1115 PETTY CASH | 100.00 |
| Total for Bank Accounts | \$2,111,636.28 |
| Accounts Receivable | |
| 1102 Grants Receivable | 1,768,873.95 |
| Total for 1100 *Accounts Receivable | \$1,768,873.95 |
| Total for Accounts Receivable | \$1,768,873.95 |
| Other Current Assets | |
| 1151 PREPAID | |
| 1152 PREPAID -POSTAGE | 1,179.32 |
| Total for 1151 PREPAID | \$1,179.32 |
| 1153 Other Current Assets | 0.00 |
| 1197 Accrued Revenue | 0.00 |
| 1210 Due From Others-Providers | 0.00 |
| Total for 1153 Other Current Assets | \$0.00 |
| 1200 DEPOSITS | 8,850.00 |
| Total for Other Current Assets | \$10,029.32 |
| Total for Current Assets | \$3,890,539.55 |
| Fixed Assets | |
| 1330 F.A. - Computers & Equipment | 0.00 |
| 1340 F.A. - FURNITURE & EQUIPMENT | 218,949.73 |
| 1349 ACCUMULATED DEPRECIATION 1349 | -199,705.20 |
| 13491 Accumulated depreciation | -19,244.53 |
| Total for 1349 ACCUMULATED DEPRECIATION 1349 | -\$218,949.73 |
| Total for Fixed Assets | \$0.00 |
| Other Assets | |
| 1370 Right of Use Asset | 602,861.00 |
| 1371 ROU Asset Accumulated Amortization | -385,482.49 |
| Total for 1370 Right of Use Asset | \$217,378.51 |
| Total for Other Assets | \$217,378.51 |
| Total for Assets | \$4,107,918.06 |
| Liabilities and Equity | |
| Liabilities | |
| Current Liabilities | |
| Accounts Payable | |

CA10

| | |
|---|-----------------------|
| 2120 ACCOUNTS PAYABLE | 92,175.71 |
| 21201 Accounts Payable (A/P) | 1,594,095.04 |
| Total for 2120 ACCOUNTS PAYABLE | \$1,686,270.75 |
| 2150 GARNISHMENTS PAYABLE | 0.00 |
| 2151 401K Loans Payable | 0.00 |
| Total for Accounts Payable | \$1,686,270.75 |
| Credit Cards | |
| 1143 Credit Card - WW | 0.00 |
| 1146 2787 - WW - THE FIRST CC | 715.09 |
| 11461 2787 - WW - THE FIRST CC | 0.00 |
| 11462 2787 - DE - THE FIRST CC | 0.00 |
| Total for 1146 2787 - WW - THE FIRST CC | \$715.09 |
| Total for Credit Cards | \$715.09 |
| Other Current Liabilities | |
| 2124 Garnishments | -590.45 |
| 2199-wa Due to Service Providers | 0.00 |
| 2210 Payroll wages and tax to pay | |
| 2211 Payroll tax to pay | 0.00 |
| 29981 Accrued Payroll | 67,596.73 |
| 2998-wa Accrued Payroll Liability | 0.00 |
| Total for 2210 Payroll wages and tax to pay | \$67,596.73 |
| 2220 BENEFITS PAYABLE - VIS & DENT | |
| 22202 Vision & Dental Employee Contribution hold | 0.00 |
| Total for 2220 BENEFITS PAYABLE - VIS & DENT | \$0.00 |
| 2225 BENEFITS PAYABLE - 401K | |
| 22251 401K Employee Contribution hold | 0.00 |
| Total for 2225 BENEFITS PAYABLE - 401K | \$0.00 |
| 2230 BENEFITS PAYABLE - HEALTH INS | |
| 22303 Health Insurance Employee Contribution hold | 0.00 |
| Total for 2230 BENEFITS PAYABLE - HEALTH INS | \$0.00 |
| 2250 Interest-Due to State of FL | 1,327.47 |
| 23000 Prior Year Adjustments to Receipts | 0.00 |
| 23001 PE 6 30 23 Adjustment | 0.00 |
| Total for 23000 Prior Year Adjustments to Receipts | \$0.00 |
| 2400 SUSPENSE ACCT - INTEREST PTS | 0.00 |
| 2401 SUSPENSE - PROV PT FL TREA HUNT | 75.00 |
| 2402 SUSPENSE - FRAUD & RESTITUTION | 0.00 |
| 2404 SUSPENSE - OTHER | 0.00 |
| 2405 SUSPENSE ACCT - SDRNDG - Employee Deductions HOLD | 0.00 |
| 24054 United Way Employee Contribution hold | 0.00 |
| 24055 EMPLOYEE TAX LIABILITY HOLDING Account | 0.00 |
| Total for 2405 SUSPENSE ACCT - SDRNDG - Employee Deductions HOLD | \$0.00 |
| 2410 ADVANCES FROM OEL | 0.00 |

CA11

| | |
|---|-----------------------|
| 24101 Advances Form OEL - SR | 1,400,000.00 |
| 24102 Advances from OEL - VPK | 400,000.00 |
| 24103 Advances from OEL - CRRSA | 0.00 |
| 24104 Advances from OEL - ARPA | 0.00 |
| Total for 2410 ADVANCES FROM OEL | \$1,800,000.00 |
| 2420 Deferred Revenue | 0.00 |
| 2500 ST Lease Liability ROU Asset | 139,528.41 |
| 2600 FIRE INSURANCE CLAIM SUSPENSE | 95,224.17 |
| Total for Other Current Liabilities | \$2,103,161.33 |
| Total for Current Liabilities | \$3,790,147.17 |
| Long-term Liabilities | |
| 2650 LT Lease Liability ROU Asset | 84,254.31 |
| Total for Long-term Liabilities | \$84,254.31 |
| Total for Liabilities | \$3,874,401.48 |
| Equity | |
| 2700 OPENING EQUITY | 0.00 |
| 2701 FY 0708 OPENING EQUITY ITEMS (deleted) | 0.00 |
| Total for 2700 OPENING EQUITY | \$0.00 |
| 2705 UNRESTRICTED - NET ASSETS | 0.00 |
| 3000 Opening balance equity | 0.00 |
| 3200 Unrestricted Net Assets | 128,770.94 |
| Retained Earnings | 102,994.02 |
| Net Income | 1,751.62 |
| Total for Equity | \$233,516.58 |
| Total for Liabilities and Equity | \$4,107,918.06 |

Accrual Basis Monday, April 13, 2026 07:54 AM GMT-05:00

CA12

Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY

January 2026

| | Total |
|--|-----------------------|
| Revenue | |
| 3300 REVENUES - STATE FUNDING | |
| 33001 REVENUES - STATE FUNDING SR | 1,432,043.62 |
| 33002 REVENUES - STATE FUNDING VPK | 497,017.84 |
| Total for 3300 REVENUES - STATE FUNDING | \$1,929,061.46 |
| 3405 REVENUES - LOCAL MATCH CHILDREN'S TRUST | 19,906.26 |
| Total for Revenue | \$1,948,967.72 |
| Cost of Goods Sold | |
| 4000 (6501) DIRECT PROVIDER PAYMENTS | |
| 4001 (6501) SR Provider Payments | 1,210,800.93 |
| 4002 (6501) VPK Provider Payments | 482,479.81 |
| 4003 (6501) SR PLUS Provider | 4,224.97 |
| Total for 4000 (6501) DIRECT PROVIDER PAYMENTS | \$1,697,505.71 |
| Total for Cost of Goods Sold | \$1,697,505.71 |
| Gross Profit | \$251,462.01 |
| Expenditures | |
| 41111 Payroll expenses | |
| 4110 (5001) SALARIES | 160,114.89 |
| 4111 Payroll Fees | 2,258.00 |
| 4120 (5005) EMPLOYER TAX & WORKMEN'S COMP | 13,218.27 |
| 4210 (5020) BENEFITS - RETIREMENT | 0.00 |
| 4212 (5020) Payroll Expenditures | 529.78 |
| 4213 401K Match | 2,741.66 |
| Total for 41111 Payroll expenses | \$178,862.60 |
| 4150 (5007) STAFF RECRUIT / SCRNNING, ETC. | 123.49 |
| 4220 (5010) INSURANCE - VISION & DENTAL | \$1,846.31 |
| 4221 Dental & Vision EE Portion | 0.00 |
| Total for 4220 (5010) INSURANCE - VISION & DENTAL | \$1,846.31 |
| 4230 (5010) BENEFITS - HEALTH INSURANCE | \$36,755.87 |
| 4231 (5011) Health Insurance - EE Portion | 0.00 |
| Total for 4230 (5010) BENEFITS - HEALTH INSURANCE | \$36,755.87 |
| 4240 (5030) BENEFITS - LIFE INSURANCE | |
| 4241 Voluntary Insurance | 0.00 |
| Total for 4240 (5030) BENEFITS - LIFE INSURANCE | \$0.00 |
| 4251 Insurance-STD-100% ER | 1,067.20 |
| 4271 Basic Term Life-100% ER | 241.17 |

Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY

January 2026

| | Total |
|---|---------------------|
| 4315 (6030) PROF. & TECH. SERV. - REPAIRS & MAINT | 4,715.03 |
| 4340 (7510) TRAVEL - LOCAL | 320.21 |
| 4355 (7001) DOCUMENT STORAGE | 140.32 |
| 4360 (7001) RENT | 11,885.53 |
| 4370 (7201) COMMUNICATIONS, PHONE & INTERNE | 2,167.00 |
| 4375 (7051) POSTAGE | 266.94 |
| 4450 (7420) NON-EMP TRAINING | 83.18 |
| 4510 (7151) OFFICE SUPPLIES | 176.42 |
| 4520 (7401/7405) PROGRAM SUPPLIES | 2,906.34 |
| 4525 (7410) OUTREACH ACTIVITIES & MATERIALS | 8,958.21 |
| 4550 (7620) DUES, FEES & SUBSCRIPTIONS | 491.60 |
| 4645 (7302) REPAIRS & MAINTENANCE - EQUIP | 983.69 |
| 5200 5200 Employee Appreciation | 168.95 |
| 7900 Individuals Restitution | -711.00 |
| Total for Expenditures | \$251,449.06 |
| Net Operating Revenue | \$12.95 |
| Net Other Revenue | |
| Net Revenue | \$12.95 |

Statement of Financial Position
EARLY LEARNING COALITION OF ESCAMBIA COUNTY
As of Feb 28, 2026

| | Total |
|---|-----------------------|
| Assets | |
| Current Assets | |
| Bank Accounts | |
| 1114 Renasant Bank - CHECKING | 1,914,881.75 |
| 1115 PETTY CASH | 100.00 |
| Total for Bank Accounts | \$1,914,981.75 |
| Accounts Receivable | |
| 1102 Grants Receivable | 1,662,613.09 |
| Total for 1100 *Accounts Receivable | \$1,662,613.09 |
| Total for Accounts Receivable | \$1,662,613.09 |
| Other Current Assets | |
| 1151 PREPAID | |
| 1152 PREPAID -POSTAGE | 962.44 |
| Total for 1151 PREPAID | \$962.44 |
| 1153 Other Current Assets | 0.00 |
| 1197 Accrued Revenue | 0.00 |
| 1210 Due From Others-Providers | 0.00 |
| Total for 1153 Other Current Assets | \$0.00 |
| 1200 DEPOSITS | 8,850.00 |
| Total for Other Current Assets | \$9,812.44 |
| Total for Current Assets | \$3,587,407.28 |
| Fixed Assets | |
| 1330 F.A. - Computers & Equipment | 0.00 |
| 1340 F.A. - FURNITURE & EQUIPMENT | 218,949.73 |
| 1349 ACCUMULATED DEPRECIATION 1349 | -199,705.20 |
| 13491 Accumulated depreciation | -19,244.53 |
| Total for 1349 ACCUMULATED DEPRECIATION 1349 | -\$218,949.73 |
| Total for Fixed Assets | \$0.00 |
| Other Assets | |
| 1370 Right of Use Asset | 602,861.00 |
| 1371 ROU Asset Accumulated Amortization | -385,482.49 |
| Total for 1370 Right of Use Asset | \$217,378.51 |
| Total for Other Assets | \$217,378.51 |
| Total for Assets | \$3,804,785.79 |
| Liabilities and Equity | |
| Liabilities | |
| Current Liabilities | |
| Accounts Payable | |

| | |
|---|-----------------------|
| 2120 ACCOUNTS PAYABLE | 92,175.71 |
| 21201 Accounts Payable (A/P) | 1,489,138.50 |
| Total for 2120 ACCOUNTS PAYABLE | \$1,581,314.21 |
| 2150 GARNISHMENTS PAYABLE | 0.00 |
| 2151 401K Loans Payable | 0.00 |
| Total for Accounts Payable | \$1,581,314.21 |
| Credit Cards | |
| 1143 Credit Card - WW | 0.00 |
| 1146 2787 - WW - THE FIRST CC | 6,292.59 |
| 11461 2787 - WW - THE FIRST CC | 0.00 |
| 11462 2787 - DE - THE FIRST CC | 0.00 |
| Total for 1146 2787 - WW - THE FIRST CC | \$6,292.59 |
| Total for Credit Cards | \$6,292.59 |
| Other Current Liabilities | |
| 2124 Garnishments | -390.45 |
| 2199-wa Due to Service Providers | 0.00 |
| 2210 Payroll wages and tax to pay | |
| 2211 Payroll tax to pay | 0.00 |
| 29981 Accrued Payroll | 67,596.73 |
| 2998-wa Accrued Payroll Liability | 0.00 |
| Total for 2210 Payroll wages and tax to pay | \$67,596.73 |
| 2220 BENEFITS PAYABLE - VIS & DENT | |
| 22202 Vision & Dental Employee Contribution hold | 0.00 |
| Total for 2220 BENEFITS PAYABLE - VIS & DENT | \$0.00 |
| 2225 BENEFITS PAYABLE - 401K | |
| 22251 401K Employee Contribution hold | 0.00 |
| Total for 2225 BENEFITS PAYABLE - 401K | \$0.00 |
| 2230 BENEFITS PAYABLE - HEALTH INS | |
| 22303 Health Insurance Employee Contribution hold | 0.00 |
| Total for 2230 BENEFITS PAYABLE - HEALTH INS | \$0.00 |
| 2250 Interest-Due to State of FL | 1,471.54 |
| 23000 Prior Year Adjustments to Receipts | 0.00 |
| 23001 PE 6 30 23 Adjustment | 0.00 |
| Total for 23000 Prior Year Adjustments to Receipts | \$0.00 |
| 2400 SUSPENSE ACCT - INTEREST PTS | 0.00 |
| 2401 SUSPENSE - PROV PT FL TREA HUNT | 75.00 |
| 2402 SUSPENSE - FRAUD & RESTITUTION | 0.00 |
| 2404 SUSPENSE - OTHER | 0.00 |
| 2405 SUSPENSE ACCT - SDRNDG - Employee Deductions HOLD | 0.00 |
| 24054 United Way Employee Contribution hold | 0.00 |
| 24055 EMPLOYEE TAX LIABILITY HOLDING Account | 0.00 |
| Total for 2405 SUSPENSE ACCT - SDRNDG - Employee Deductions HOLD | \$0.00 |
| 2410 ADVANCES FROM OEL | 0.00 |

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| | |
|---|-----------------------|
| 24101 Advances Form OEL - SR | 1,300,000.00 |
| 24102 Advances from OEL - VPK | 300,000.00 |
| 24103 Advances from OEL - CRRSA | 0.00 |
| 24104 Advances from OEL - ARPA | 0.00 |
| Total for 2410 ADVANCES FROM OEL | \$1,600,000.00 |
| 2420 Deferred Revenue | 0.00 |
| 2500 ST Lease Liability ROU Asset | 139,528.41 |
| 2600 FIRE INSURANCE CLAIM SUSPENSE | 95,224.17 |
| Total for Other Current Liabilities | \$1,903,505.40 |
| Total for Current Liabilities | \$3,491,112.20 |
| Long-term Liabilities | |
| 2650 LT Lease Liability ROU Asset | 84,254.31 |
| Total for Long-term Liabilities | \$84,254.31 |
| Total for Liabilities | \$3,575,366.51 |
| Equity | |
| 2700 OPENING EQUITY | 0.00 |
| 2701 FY 0708 OPENING EQUITY ITEMS (deleted) | 0.00 |
| Total for 2700 OPENING EQUITY | \$0.00 |
| 2705 UNRESTRICTED - NET ASSETS | 0.00 |
| 3000 Opening balance equity | 0.00 |
| 3200 Unrestricted Net Assets | 128,770.94 |
| Retained Earnings | 102,994.02 |
| Net Income | -2,345.68 |
| Total for Equity | \$229,419.28 |
| Total for Liabilities and Equity | \$3,804,785.79 |

Accrual Basis Monday, April 13, 2026 07:57 AM GMT-05:00

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Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY
February 2026

| | Total |
|--|-----------------------|
| Revenue | |
| 3300 REVENUES - STATE FUNDING | |
| 33001 REVENUES - STATE FUNDING SR | 1,305,799.42 |
| 33002 REVENUES - STATE FUNDING VPK | 517,001.19 |
| Total for 3300 REVENUES - STATE FUNDING | \$1,822,800.61 |
| 3405 REVENUES - LOCAL MATCH CHILDREN'S TRUST | 19,906.22 |
| 3465 UNRESTRICTED INCOME | 2,000.00 |
| 3575 Contributed income | |
| 3577 Donations directed by individuals | 1.00 |
| Total for 3575 Contributed income | \$1.00 |
| Total for Revenue | \$1,844,707.83 |
| Cost of Goods Sold | |
| 4000 (6501) DIRECT PROVIDER PAYMENTS | |
| 4001 (6501) SR Provider Payments | 1,083,951.95 |
| 4002 (6501) VPK Provider Payments | 500,774.33 |
| 4003 (6501) SR PLUS Provider | 2,859.99 |
| Total for 4000 (6501) DIRECT PROVIDER PAYMENTS | \$1,587,586.27 |
| Total for Cost of Goods Sold | \$1,587,586.27 |
| Gross Profit | \$257,121.56 |
| Expenditures | |
| 41111 Payroll expenses | |
| 4110 (5001) SALARIES | 152,215.02 |
| 4111 Payroll Fees | 2,542.95 |
| 4120 (5005) EMPLOYER TAX & WORKMEN'S COMP | 12,188.38 |
| 4210 (5020) BENEFITS - RETIREMENT | 0.00 |
| 4212 (5020) Payroll Expenditures | 927.10 |
| 4213 401K Match | 2,421.41 |
| Total for 41111 Payroll expenses | \$170,294.86 |
| 4220 (5010) INSURANCE - VISION & DENTAL | \$1,846.32 |
| 4221 Dental & Vision EE Portion | 12.63 |
| Total for 4220 (5010) INSURANCE - VISION & DENTAL | \$1,858.95 |
| 4230 (5010) BENEFITS - HEALTH INSURANCE | \$36,755.87 |
| 4231 (5011) Health Insurance - EE Portion | 0.00 |
| Total for 4230 (5010) BENEFITS - HEALTH INSURANCE | \$36,755.87 |

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Statement of Activity

EARLY LEARNING COALITION OF ESCAMBIA COUNTY
February 2026

| | Total |
|--|---------------------|
| 4240 (5030) BENEFITS - LIFE INSURANCE | |
| 4241 Voluntary Insurance | -0.01 |
| Total for 4240 (5030) BENEFITS - LIFE INSURANCE | -\$0.01 |
| 4251 Insurance-STD-100% ER | 1,067.21 |
| 4271 Basic Term Life-100% ER | 241.17 |
| 4310 (6002) PROF. & TECH. SERV. - AUDIT | 10,500.00 |
| 4315 (6030) PROF. & TECH. SERV. - REPAIRS & MAINT | 4,666.85 |
| 4330 (7501) TRAVEL - OUT OF TOWN | 2,281.72 |
| 4340 (7510) TRAVEL - LOCAL | 643.04 |
| 4355 (7001) DOCUMENT STORAGE | 126.12 |
| 4360 (7001) RENT | 12,123.24 |
| 4365 (7101) EQUIPMENT LEASES | 107.67 |
| 4370 (7201) COMMUNICATIONS, PHONE & INTERNE | 2,167.00 |
| 4375 (7051) POSTAGE | 1,216.88 |
| 4400 (5101) EMPLOYEE TRAINING & EDUCATION | 241.95 |
| 4450 (7420) NON-EMP TRAINING | -1,400.84 |
| 4510 (7151) OFFICE SUPPLIES | 893.92 |
| 4520 (7401/7405) PROGRAM SUPPLIES | 2,793.73 |
| 4525 (7410) OUTREACH ACTIVITIES & MATERIALS | 9,536.34 |
| 4530 (6025) PRINTING | 929.50 |
| 4645 (7302) REPAIRS & MAINTENANCE - EQUIP | 973.69 |
| 4690 (7605) COMPUTER SOFTWARE & SUPPLIES | 3,300.00 |
| 7900 Individuals Restitution | -100.00 |
| Total for Expenditures | \$261,218.86 |
| Net Operating Revenue | -\$4,097.30 |
| Net Other Revenue | |
| Net Revenue | -\$4,097.30 |

Statement of Activity by Month
EARLY LEARNING COALITION OF ESCAMBIA COUNTY

July 1, 2025-May 7, 2026

| | Jul 2025 | Aug 2025 | Sep 2025 | Oct 2025 | Nov 2025 | Dec 2025 | Jan 2026 | Feb 2026 | Mar 2026 | Apr 2026 | May 1-7 2026 | Total |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------------|
| Revenue | | | | | | | | | | | | |
| 3300 REVENUES - STATE FUNDING | 1,714,884.71 | 1,382,572.98 | 1,410,865.87 | 1,413,725.29 | 1,266,008.81 | 1,342,246.60 | 1,422,043.32 | 1,305,788.42 | 1,502,877.12 | 1,502,877.12 | | 12,749,271.84 |
| 3301 REVENUES - STATE FUNDING SR | 18,889.19 | 194,047.83 | 676,189.61 | 603,533.43 | 392,590.07 | 387,388.85 | 487,017.84 | 917,051.19 | 453,820.82 | | | 3,698,240.83 |
| 3302 REVENUES - STATE FUNDING YPK | 1,733,943.90 | 1,546,620.59 | 1,988,857.83 | 2,032,238.66 | 1,847,486.68 | 1,799,641.45 | 1,950,061.96 | 1,822,800.61 | 1,886,787.74 | | | \$16,285,915.77 |
| Total for 3300 REVENUES - STATE FUNDING | | | | | | | | | | | 0.00 | 100.00 |
| 3340 REVENUES - UNIV of FL | 1,785.82 | 9,220.88 | 685.16 | | 19,805.21 | 19,805.23 | 19,805.26 | 19,805.26 | 19,806.19 | | | 9,701.01 |
| 3350 Prior Period Income/Expense | 19,805.28 | 19,805.23 | 19,805.94 | | | | | | 2,000.00 | | | 179,158.81 |
| 3405 REVENUES - LOCAL MATCH CHILDREN'S TRUST | | | | | | | | | | | | 2,000.00 |
| 3485 UNRESTRICTED INCOME | | | | | | | | | | | | 7.78 |
| 3578 Contributed Income | | | | 6.78 | | | | | | | | \$7.78 |
| 3577 Donations received by individuals | | | | 6.78 | | | | | | | | \$7.78 |
| Total for 3575 Contributed Income | | | | | | | | | | | | 15.56 |
| Total for Revenue | 1,735,988.80 | 1,675,747.68 | 2,007,856.88 | 2,042,184.87 | 1,887,472.95 | 1,757,517.23 | 1,848,957.72 | 1,844,707.83 | 1,876,703.33 | 1,876,703.33 | 0.00 | \$16,576,507.37 |
| Cost of Goods Sold | | | | | | | | | | | | |
| 4000 (6001) DIRECT PROVIDER PAYMENTS | 1,487,457.36 | 1,157,880.32 | 1,168,444.33 | 1,188,073.80 | 1,061,706.20 | 1,111,232.64 | 1,210,800.83 | 1,083,551.55 | 1,255,888.16 | 1,255,888.16 | | 10,755,898.48 |
| 4001 (6001) SR Provider Payments | 13,883.98 | 179,649.27 | 562,641.80 | 588,482.10 | 385,916.75 | 482,479.81 | 482,479.81 | 500,774.33 | 442,505.72 | | | 3,616,338.57 |
| 4002 (6001) YPK Provider Payments | 2,548.13 | 2,837.63 | 3,826.55 | 4,355.08 | 4,748.78 | 4,224.97 | 2,959.89 | 2,959.89 | 2,975.69 | | | 32,032.40 |
| 4003 (6001) SR PLUS Provider | 1,539,887.45 | 1,329,887.42 | 1,764,911.83 | 1,732,880.78 | 1,432,451.72 | 1,487,314.85 | 1,587,805.71 | 1,587,586.27 | 1,701,047.98 | | | \$14,307,386.53 |
| Total for 4000 (6001) DIRECT PROVIDER PAYMENTS | 1,633,886.45 | 1,339,857.42 | 1,764,911.83 | 1,732,880.78 | 1,432,451.72 | 1,487,314.85 | 1,587,805.71 | 1,587,586.27 | 1,701,047.98 | | | \$14,307,386.53 |
| Total for Cost of Goods Sold | 257,806.83 | 233,786.26 | 242,716.90 | 250,274.89 | 235,391.22 | 260,302.88 | 251,462.01 | 257,121.56 | 273,656.37 | 273,656.37 | 0.00 | \$2,285,141.82 |
| Gross Profit | 1,478,181.97 | 1,441,961.42 | 1,765,144.98 | 1,791,910.00 | 1,652,081.73 | 1,497,212.35 | 1,597,495.71 | 1,587,581.27 | 1,603,046.96 | 1,603,046.96 | 0.00 | \$14,291,365.55 |
| Expenditures | | | | | | | | | | | | |
| 4111 Payroll expenses | 182,280.31 | 140,170.52 | 151,177.88 | 188,789.87 | 146,607.11 | 171,701.75 | 160,114.89 | 182,215.02 | 164,982.49 | 164,982.49 | | 1,581,883.79 |
| 4110 (6001) SALARIES | 2,859.15 | 2,238.00 | 2,238.00 | 2,238.00 | 2,320.50 | 2,300.60 | 2,238.00 | 2,542.95 | 2,238.00 | 2,238.00 | | 23,116.10 |
| 4111 Payroll Fees | 12,317.41 | 10,628.01 | 11,498.79 | 12,374.81 | 11,150.82 | 13,214.27 | 13,214.27 | 12,188.38 | 12,582.46 | 12,582.46 | | 133,461.96 |
| 4120 (6005) EMPLOYER TAX & WORKMEN'S COMP | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | 0.00 |
| 4210 (6002) BENEFITS - RETIREMENT | 897.74 | 899.38 | 913.74 | 801.93 | 901.98 | 829.78 | 829.78 | 927.10 | 914.69 | 914.69 | | 7,794.59 |
| 4212 (6002) Paid Expenses | 3,189.31 | 2,794.94 | 2,841.01 | 2,763.14 | 2,433.19 | 2,946.07 | 2,741.66 | 2,421.41 | 2,421.41 | 2,421.41 | | 27,027.62 |
| 4213 401K Match | 180,948.92 | 158,776.95 | 169,895.43 | 186,087.25 | 163,413.48 | 195,547.50 | 178,882.50 | 170,294.88 | 183,194.27 | 183,194.27 | | \$1,773,333.86 |
| Total for 4111 Payroll expenses | 187,821.00 | 143,773.79 | 155,312.10 | 191,971.91 | 148,831.50 | 175,966.42 | 163,137.26 | 187,136.35 | 169,822.50 | 169,822.50 | | 1,581,883.79 |
| 4100 (6007) STAFF RECRUITING/SCORING, ETC. | 1,878.21 | 1,795.55 | 1,837.69 | 1,713.73 | 1,822.94 | 1,806.19 | 1,846.31 | 1,846.32 | 1,846.34 | 1,846.34 | | 17,904.73 |
| 4220 (6010) INSURANCE - VISION & DENTAL | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | 404.90 |
| 4221 Dental & Vision EPE Deduct | 1,878.21 | 1,795.55 | 1,837.69 | 1,713.73 | 1,822.94 | 1,806.19 | 1,846.31 | 1,846.32 | 1,846.34 | 1,846.34 | | 17,904.73 |
| Total for 4220 (6010) INSURANCE - VISION & DENTAL | 1,878.21 | 1,795.55 | 1,837.69 | 1,713.73 | 1,822.94 | 1,806.19 | 1,846.31 | 1,846.32 | 1,846.34 | 1,846.34 | | 404.90 |
| 4200 (6010) BENEFITS - HEALTH INSURANCE | 34,557.64 | 35,644.85 | 36,732.06 | 34,438.81 | 34,438.81 | 35,756.87 | 36,793.87 | 38,795.87 | 38,795.87 | 38,795.87 | | \$380,803.36 |
| 4201 (6011) Health Insurance - EPE Deduct | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | 0.00 |
| Total for 4200 (6010) BENEFITS - HEALTH INSURANCE | 34,557.64 | 35,644.85 | 36,732.06 | 34,438.81 | 34,438.81 | 35,756.87 | 36,793.87 | 38,795.87 | 38,795.87 | 38,795.87 | | \$380,803.36 |
| 4240 (6030) BENEFITS - LIFE INSURANCE | 48.42 | 3.38 | 3.38 | 3.34 | 3.34 | 3.34 | 3.34 | 3.34 | 3.34 | 3.34 | | 289.37 |
| 4241 Voluntary Insurance | 48.42 | 3.38 | 3.38 | 3.34 | 3.34 | 3.34 | 3.34 | 3.34 | 3.34 | 3.34 | | 289.37 |
| Total for 4240 (6030) BENEFITS - LIFE INSURANCE | 48.42 | 3.38 | 3.38 | 3.34 | 3.34 | 3.34 | 3.34 | 3.34 | 3.34 | 3.34 | | 289.37 |
| 4281 Insurance-8TD-10% ER | 1,065.02 | 829.26 | 1,035.02 | 863.56 | 851.51 | 1,045.03 | 1,067.21 | 1,067.21 | 1,067.21 | 1,067.21 | | \$29,376.78 |
| 4271 Bank Term Life-10% ER | 244.88 | 355.70 | 241.17 | 219.24 | 213.19 | 234.17 | 241.17 | 241.17 | 229.94 | 229.94 | | 2,341.00 |
| 4310 (6002) PROF. & TECH. SERV. - AUDIT | 6,646.95 | 1,806.87 | 4,682.02 | 4,882.20 | 4,716.39 | 4,716.39 | 4,716.39 | 4,686.85 | 4,686.85 | 4,686.85 | | \$45,458.35 |
| 4315 (6000) PROF. & TECH. SERV. - REPAIRS & MAINT | | | | | | | | | | | | 10,594.92 |
| 4318 (6003) PROF. SVCS - OTHER | 2,465.24 | 194.61 | 463.68 | 463.68 | 463.68 | 463.68 | 463.68 | 463.68 | 463.68 | 463.68 | | 10,594.92 |
| 4320 (7260) INSURANCE - GEN. LIABILITY | 121.03 | 121.03 | 121.03 | 121.03 | 121.03 | 121.03 | 121.03 | 121.03 | 121.03 | 121.03 | | 1,440.78 |
| 4330 (7501) TRAVEL - OUT OF TOWN | 1,885.33 | 1,885.33 | 1,885.33 | 1,885.33 | 1,885.33 | 1,885.33 | 1,885.33 | 1,885.33 | 1,885.33 | 1,885.33 | | 131,891.87 |
| 4355 (7091) TRAVEL - LOCAL | 900.64 | 900.64 | 900.64 | 900.64 | 900.64 | 900.64 | 900.64 | 900.64 | 900.64 | 900.64 | | 6,732.83 |
| 4360 (7001) RENT | 3,285.03 | 3,285.03 | 3,285.03 | 3,285.03 | 3,285.03 | 3,285.03 | 3,285.03 | 3,285.03 | 3,285.03 | 3,285.03 | | 33,860.39 |
| 4365 (7101) EQUIPMENT LEASES | 209.87 | 194.66 | 194.66 | 194.66 | 194.66 | 194.66 | 194.66 | 194.66 | 194.66 | 194.66 | | 965.00 |
| 4370 (7201) COMMUNICATIONS, PHONE & INTERNET | 350.00 | 350.00 | 350.00 | 350.00 | 350.00 | 350.00 | 350.00 | 350.00 | 350.00 | 350.00 | | 3,654.76 |
| 4375 (7051) POSTAGE | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | 80.00 | | 7,368.02 |
| 4400 (6101) EMPLOYEE TRAINING & EDUCATION | 908.82 | 143.71 | 143.71 | 143.71 | 143.71 | 143.71 | 143.71 | 143.71 | 143.71 | 143.71 | | 7,773.09 |
| 4450 (7420) NON-EMP TRAINING | 2,264.51 | 7,174.28 | 2,065.59 | 8,183.57 | 2,463.46 | 2,376.77 | 2,376.77 | 2,376.77 | 2,376.77 | 2,376.77 | | 94,832.09 |
| 4515 Event Costs | 1,708.28 | 1,708.28 | 1,708.28 | 1,708.28 | 1,708.28 | 1,708.28 | 1,708.28 | 1,708.28 | 1,708.28 | 1,708.28 | | 6,300.06 |
| 4520 (7407/405) PROGRAM SUPPLIES | 2,140.18 | 6,600.00 | 2,140.18 | 6,600.00 | 2,140.18 | 6,600.00 | 2,140.18 | 6,600.00 | 2,140.18 | 6,600.00 | | 10,163.61 |
| 4525 (7410) OUTREACH ACTIVITIES & MATERIALS | | | | | | | | | | | | 165.00 |
| 4530 (6025) PRINTING | | | | | | | | | | | | 4,242.25 |
| 4535 LEGAL NOTICES & ADVERTISEMENTS | | | | | | | | | | | | 11,000.00 |
| 4550 (7620) DUES, FEES & SUBSCRIPTIONS | | | | | | | | | | | | 204.82 |

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