

PRINCE GEORGE'S COUNTY EDUCATION COALITION, INC.

GRANT AUDIT
June 2019

OFFICE OF AUDITS AND INVESTIGATIONS
Prince George's County
Upper Marlboro, Maryland



THE PRINCE GEORGE'S COUNTY GOVERNMENT

Office of Audits and Investigations

June 2019

The County Council and County Executive
of Prince George's County, Maryland

Council Resolution 51-1991, adopted June 25, 1991, requires the Office of Audits and Investigations to perform random financial audits of grants and transfer payments appropriated in the Non-Departmental section of the County's Approved Annual Current Expense Budget.

We have examined the books and records of

PRINCE GEORGE'S COUNTY EDUCATION COALITION, INC.

for the period July 1, 2016, through June 30, 2018. Our examination included such tests of the accounting records and such other auditing procedures, as we considered necessary under the circumstances.

We noted several matters involving the Prince George's County grant to the Prince George's County Education Coalition, Inc. that led us to question whether the County grant funds were used for its intended purpose.

This report, in our opinion, fulfills the requirements of Council Resolution 51-1991 to perform random financial audits of grants and transfer payments made pursuant to the Non-Departmental section of the Prince George's County, Maryland, Fiscal Year 2017 and 2018 Approved Operating Budgets.

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David H. Van Dyke, CPA, CIA, CFE
County Auditor

A handwritten signature in blue ink, appearing to read "Turkessa M. Green".

Turkessa M. Green, CPA, CIA, CISA
Deputy County Auditor

A handwritten signature in blue ink, appearing to read "Jisun Ahn".

Jisun Ahn
Auditor-In-Charge

Prince George's County Education Coalition, Inc.

The Prince George's County Education Coalition, Inc. ("PGCEC") is a 501(c)(3) that was incorporated in 2012 to advocate on behalf of children in public education and to ensure that all children in Prince George's County receive an excellent education. PGCEC, which is located in Largo, Maryland, reported that its mission is to organize and mobilize the Prince George's County community to advocate for effective education reform and adequate funding in elementary schools. The organization further reported that its mission is to engage or re-engage parents, businesses, and the community at-large to help raise the bar for struggling elementary schools. The target elementary schools are Cora L. Rice Elementary School, Francis Scott Key Elementary School, and Judge Sylvania Woods Elementary School.

PGCEC reported that they offer the following programs to achieve its mission:

- Academic Support – PGCEC seeks to negotiate with Childhood Education Departments within local colleges and universities to request the assistance of practicum students to assist those teachers with their overcrowded classrooms in the three partnering schools.
- Tutoring – Provide 186 students tutoring services to increase proficiencies in reading, math, English, science and technology.
- Mentoring – Provide 186 students with the exposure to different segments of society and curtail their behavior. PGCEC will negotiate with the Prince George's County Police Department, and other groups or organizations to assist in mentoring those students identified as needing social support.
- Bully Prevention – Enhance the alertness of bullying for 186 students.
- Community Engagement (Walk Through Life Activities) – Career Day, Field Trips, Security Clearances.
- Parent Engagement – Assign parent engagement coordinators to assist the school Administrators in engaging parent to participate in their children's educational experience and create parent advisory groups for each school to bolster parent engagement through information, interaction, association and participation.

PGCEC reported that these programs were led by partnerships with Bowie State University, Collington Senior Outreach Program, the Prince George's County Public School System, MVP Sports, and other partners.

PGCEC is governed by a volunteer Board of Directors who serve without compensation. The Board oversees the operational affairs of PGCEC and has the authority to establish and execute policies to ensure the effective governance and management of the organization.

The Prince George's County Government's Non-Departmental budget included funds to fulfill grant requests received from County non-profit organizations. Non-Departmental grant funds are to be used to support citizen/community-based programs and services that help address the human, social, education, recreation and other service needs of the County's citizens and communities. The Prince George's County Council awarded two (2) grants totaling \$80,000 to the Prince George's County Education Coalition during fiscal years 2017 and 2018. These grants were issued to PGCEC as shown in Exhibit 1 on the following page.

<u>Disbursement Date</u>	<u>Grant Award Amount</u>
9/23/2016	\$40,000
5/04/2018	\$40,000 ¹
Total Amount Awarded	<u>\$80,000</u>

(Exhibit 1)

According to the grant applications submitted by PGCEC, FY 2017 funding was to be used for research, training, personnel, supplies and administrative costs. FY 2018 funding was to be used expressly for PGCEC's tutoring program. The County grants accounted for 57% in FY 2017 and 68% in FY 2018, of the organization's total budget. The remainder of the organization's revenue was received through donations and contributions to support its operations.

Although PGCEC operates and reports on a calendar year, our examination was conducted on a fiscal year basis. For report purposes, the attached Statement of Revenues and Expenditures prepared by the Office of Audits and Investigations (A&I) shows the activities of the organization for the periods ending June 30, 2017 and June 30, 2018.

OBJECTIVE, SCOPE AND METHODOLOGY

The objectives of our audit were to: (a) assess the adequacy of the system of internal and management controls over grant funds received and expended; (b) assess whether grant related transactions occurred in a manner consistent with PGCEC's grant request application and other generally accepted business practices; and (c) identify factors inhibiting satisfactory performance in these areas, and make recommendations to protect the County's interest concerning the grant funds.

The scope included all transactions related to the receipt and disbursement of the total grant funds received from July 2016 through June 2018 (a total of \$80,000).

The criteria used to evaluate the audit evidence gathered included:

- The grant applications submitted by Prince George's County Education Coalition, Inc.;
- The United States General Accountability Office Standards for Internal Control publication ([GAO-14-704G](#)); and
- [Maryland Nonprofit's Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector](#).

The audit included interviews with key personnel of PGCEC and detailed tests including:

- An examination of the organization's monthly bank statements;
- A review of the organization's Federal Form 990 returns for 2016 and 2017;
- A review of available cash receipts and disbursements documentation; and

¹ The organization reported that FY 2018 County grant funds had not been expended (as of November 1, 2018).

- A review of available minutes for meetings held by the Board of Directors.

A&I examined the books and records maintained by PGCEC and performed tests of the accounting records and other auditing procedures, as deemed necessary. The examination included a review of expenditures and supporting documentation to ensure that payment amounts were properly approved and corresponded to related invoices.

The field work related to the audit was completed on November 1, 2018. Although some documentation was provided by PGCEC, A&I did not receive sufficient documentation to support the organization's revenue and expenditures, in order to obtain reasonable assurance that the County grant funds awarded to the organization were properly supported and utilized for their intended purpose.

FINDINGS, COMMENTS AND RECOMMENDATIONS

INTERNAL CONTROLS AND THE CONTROL ENVIRONMENT

An organization's control environment should establish the overall tone, awareness, and actions of the board of directors, management, and staff, concerning the importance of internal controls and its role in the organization. In an organization with a good internal control environment, responsibilities are clearly defined and authority is assigned to specific individuals to permit identification of whether persons are acting within the scope of their authority.

According to the *Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector* ("Standards for Excellence"), nonprofits should have sound financial and operational systems in place and should ensure that accurate records are kept. The organization's financial and non-financial resources must be used in furtherance of tax-exempt purposes. Organizations should conduct periodic reviews to address accuracy and transparency of financial and operational reports, and safeguards to protect the integrity of the reporting systems.

Auditing standards define internal controls as a process designed to provide reasonable assurance that entity objectives will be achieved, including the objectives of reliable financial reporting, compliance with applicable laws, and the effectiveness and efficiency of the organization's service delivery processes. The primary function of internal controls is to provide assurance that errors and irregularities may be discovered with reasonable promptness.

A&I's review revealed that basic internal controls, which serve as "checks and balances", were lacking within the organization. PGCEC did not have a formal accounting system or consistent accounting practices in place, and did not have written procedures in place outlining the organization's financial practices and policies. A&I also noted that there were no board approvals and proper documentation for any of the partnerships or significant financial commitments made by PGCEC.

A&I noted that copies of the monthly bank statements for all the operating accounts maintained by PGCEC were not retained and no bank reconciliations were performed. Other key documents

including signed contracts, memoranda of understanding, invoices, and complete monthly and/or annual financial statements were not provided for the review.

Bank reconciliations are an important process designed to uncover any old outstanding checks or deposits that need to be researched. It's also a crucial tool to help monitor the organization's cash flow, as the accounting records are likely up to date if monthly reconciliations are performed, and reconciling differences are resolved in a timely manner. Ongoing monitoring during operations, which includes supervisory review of reconciliations and other financial documents, is also important to assess the quality of financial information provided to Management, the Board, and other stakeholders.

Good business practices also recommend retention of pertinent documentation for at least three years.

ORGANIZATIONAL STRUCTURE

Based on interviews with key personnel and Board Members, and a review of incomplete board minutes A&I noted the following areas of concern:

- The organization lacked an active and involved Board of Directors. The Board of Directors did not exercise its full authority over the organization and did not always hold the former Executive Director accountable for their actions, or lack thereof;
- The Board of Directors did not formally approve contractual agreements, memoranda of understanding (MOUs), and other financial commitments of the organization.
- Board members did not review regular financial information for the organization (i.e. financial reports, grant applications, budget variance reports, etc.); and
- Board meetings were not held on a regular basis, frequently lacked a quorum, and were not appropriately documented through approved minutes.

Although the Prince George's County Education Coalition has an existing Board of four (4) members (as of October 2018), the organization experienced significant turnover of Board Members during the period under review. Based on a review of the list of Board Members provided for each fiscal year under review, a total of ten (10) different Board Members served in FY 2017 and FY 2018. Additionally, based on discussions held with Board Members, it appeared that the oversight of the Board was lacking. The former Executive Director was primarily responsible for making decisions for the organization, and made major decisions regarding the use of funds and the future operations of the organization without Board approval.

The *Standards of Excellence* states that the Board should have stated performance expectations and hold board members accountable for attendance at meetings, participation in fundraising activities, committee service, and involvement in program activities. The *Standards of Excellence* further states that the Board is responsible for ensuring that resources (financial and human capital) are used to carry out the mission of the organization.

Additionally, the *Standards of Excellence* states that when engaging in strategic partnerships and formal alliances "nonprofits should ensure that proper due diligence has been followed and that agreements, memoranda of understanding, or similar documentation have been thoughtfully reviewed and considered".

SEGREGATION OF DUTIES

A&I noted that there was no segregation of duties regarding the handling of cash receipts and disbursements. The former Treasurer was the sole individual responsible for authorizing transactions and signing all checks, regardless of the amount of the transactions. A&I noted that checks totaling \$6,032 were written by the former Treasurer to herself during the period under review. (See Personnel Section of this report for more details.)

Currently the CEO/President handles all day-to-day cash related transactions. The CEO received and deposited all cash receipts and was the sole individual responsible for approving transactions, securing the checkbook, and writing all checks.

Ideally, the organization's financial duties and other areas that deal with sensitive or valuable data should be distributed among multiple people to help protect the organization from errors, fraud, and waste of fiscal resources. For smaller organizations that may not have enough personnel for a proper separation of duties, someone independent of these functions should review/reconcile posted transactions regularly, adding to the system of checks and balances.

KEY FINANCIAL RECORDS

Generally, an entity will create and maintain certain key financial documents such as an income statement, a balance sheet, monthly bank reconciliations, budget variance reports, and annual financial statements. During the audit, PGCEC was asked to provide various financial documents for examination. The organization informed A&I that the former Treasurer previously responsible for creating and maintaining financial reports for the period under review was no longer working for the organization.

PGCEC routinely used one (1) tax preparer to file the organization's annual Federal Income Tax Form 990. It is unclear what documents were utilized by the preparer to file the tax forms. A&I reviewed the Federal Form 990 for the years 2016 and 2017, and compared the Form 990s to the bank statements and invoices that were provided by PGCEC. Other than the total county grant funds received, A&I was unable to cross-reference or verify the information on the Form 990s to the supporting documents provided. Additionally, A&I noted that the Form 990 was not complete and that all key members with the organization were not properly identified in the supporting schedules, as required by the IRS.

The *Standards for Excellence* states that nonprofits should create and maintain reports on a timely basis that accurately reflect the financial activity of the organization. These reports should be prepared at least quarterly, be provided to the Board of Directors, and should identify and explain any material variation between actual and budgeted revenues and expenses.

Additionally, organizations are required to list each officer, director, trustee, or key employee and any compensation received by each, on its Form 990 in Part IV. The IRS also states that in Section A, all current officers, directors, and trustee are to be listed even if they did not receive compensation. Failure to comply with this requirement can result in penalties for filing an incomplete return.

CASH RECEIPTS

A&I confirmed that County grant funds awarded directly to PGCEC were deposited into the organization's bank accounts. However, as previously discussed, A&I noted that there was no accounting process in place to record and account for these deposits.

The former Treasurer (during their tenure) and CEO (currently) was responsible for securing and depositing all funds received by the organization. There were no formal written procedures in place for the processing and allocation of cash receipts. During the review of PGCEC's bank statements, A&I identified two (2) separate bank accounts with different financial institutions that were maintained by the organization in FY 2017 and FY 2018.

A breakdown of the accounts for the fiscal years ending in June 2017 and June 2018 are shown in Exhibit 2.

<i>Account</i>	Ending Balance as of 6/30/17	Ending Balance as of 6/30/18
<i>Old Line Bank</i>	\$2,741.23	\$30,592.12
<i>Industrial Bank (Opened December 2017)</i>	-	\$3,636.04
	\$2,741.23	\$34,228.16

(Exhibit 2)

CASH DISBURSEMENTS

The former Treasurer was responsible for maintaining the checkbooks during most of the audit period. During this time, the former Treasurer also wrote checks to herself in the amount of \$6,032. According to board minutes, the former Treasurer and the previous Chair of the Board had signature authority for Old Line Bank during this period. Under the former Treasurer's authority, A&I determined that PGCEC incurred expenses totaling \$64,627.

From January 2018 to the June 2018 the CEO had the sole signature authority for both accounts. A&I determined that PGCEC incurred expenses totaling \$31,679 under the CEO's authority.

During the audit period A&I noted that there were no written procedures regarding the processing of cash disbursements and there was no consistent practice in place for processing expenditure payments.

Under the current CEO, the organization reported that it reimplemented an invoice sheet to be completed and approved before funds were to be disbursed. The completed invoice sheet included pertinent information such as the payee, amount, date, and description of the expense, and was maintained in a binder. Although this was the organization's practice, it was not adhered to for each payment or withdrawal made. A&I had to rely on the bank statements for expenditure information since numerous check copies were missing from the invoice binder. Monthly bank

reconciliations, monthly financial reports, and/or monthly transaction detail reports were not generated by PGCEC.

During the audit, A&I reviewed each payment/withdrawal recorded on the bank statement, compiled all the payment/withdrawal transactions into an Access database, examined each to determine the nature of the expenditure, and classified each expenditure into categories based on the description of the vendor or the description of the transaction, if provided by the organization. **Schedule 1** includes the categories of expenses A&I identified through review of the organization's bank statements and inquiries of the CEO.

Areas of Concern

Many of the expenses incurred had no supporting documentation. All check and invoice copies were not included with the bank statements or in the invoice binder, and no other related information was provided by PGCEC for these items, other than a verbal or written explanation provided by the CEO. When A&I inquired about the missing documentation for several key expenses, representatives of the organization reported that they could not find most of the documentation and provided all that they had.

Personnel

The CEO reported that the organization does not have personnel on payroll due to a lack of funding. All personnel were reportedly serving as volunteers for the organization.

During the audit, A&I noted that from November 2016 through June 2018, PGCEC made payments to eight (8) individuals, with annual payments totaling \$600 or more, including two that were identified as Board members, in exchange for services rendered. Monies paid to these individuals totaled \$34,245 for the period reviewed, as shown in Exhibit 3.

	2016	2017	Total
<i># of Individuals receiving \$600 or more per calendar year</i>	2	6	8
<i>Annual Payment Total</i>	\$3,500.00	\$30,745.31	\$34,245.31

(Exhibit 3)

According to the IRS, any individual receiving income, for services performed by a non-employee, totaling \$600 or more should be issued a form 1099-MISC from the organization making payment. A&I requested a Form 1099-MISC for all individuals for calendar year 2016 and 2017, however A&I was informed by the CEO there were no 1099s issued for that period.

Furthermore, the *Standards of Excellence* states that board members of public charities should serve without compensation for their service as board members. They may be provided reasonable reimbursement for expenses directly related to performing their board service.

Operating Expenditures

During the review, A&I categorized all expenditures incurred by PGCEC in FY 2017 and FY 2018 into the following three classifications: allowable, questionable, or unallowable. A&I defined allowable costs as being consistent with the organization's mission and purpose of the grant, as well as having the appropriate supporting documentation. Questionable costs are defined as expenditures that may have been somewhat related to the organization's mission or purpose of the grant but had unacceptable supporting documentation or no documentation at all. Unallowable costs are defined as expenditures that were not related to the mission of the organization or purpose of the grant and/or appeared inappropriate. The results are shown in Exhibit 4.

Expenditure Status	Amount	Percentage
<i>Questionable</i>	\$67,274.53	69.85%
<i>Allowable</i>	\$26,381.67	27.39%
<i>Unallowable (Political Activity)</i>	\$2,650.00	2.75%
Total	\$96,306.20	

(Exhibit 4)

In total, A&I classified 68 transactions totaling \$67,274.53 as questionable. Questionable items are further categorized as shown in Exhibit 5.

Category	Amount
<i>Wages – Operation</i>	\$31,470.31
<i>Web Hosting - Operation</i>	280.60
<i>Food – Operation</i>	1,166.47
<i>Miscellaneous - Operation</i>	135.75
<i>Event – Operation</i>	500.00
<i>Wages – Program</i>	5,900.46
<i>Academic Support Program</i>	8,592.33
<i>Parent Engagement - Program</i>	72.04
<i>Program Identifier - Program</i>	920.00
<i>Turkeys - Program</i>	11,180.00
<i>Teacher Appreciation – Program</i>	1,000.00
<i>Basketball - Program</i>	6,000.00
<i>Miscellaneous - Program</i>	56.57
Total	\$67,274.53

(Exhibit 5)

Included in the *Unallowable* category, A&I noted that PGCEC made \$2,650 in political contributions to support the outgoing celebration of a State elected official. Although the Maryland State Board of Elections allows political funds to be used for this purpose, it requires

contributions and expenditures related to outgoing celebrations to be reported in the elected official's Campaign Finance Report. However, it should be noted that nonprofit organizations are prohibited by the Internal Revenue Service (IRS) from making contributions to political campaign funds. Violations could result in denial or revocation of tax-exempt status and the imposition of certain excise taxes.

Included in the *Questionable* category, A&I noted the following:

Operational

- PGCEC spent \$1,166.47 on food items, which was not in accordance with the grant applications. The costs included items purchased for board meetings and special events.
- Payments totaling \$31,470 were made to key personnel and board members. A&I was not provided with Form 1099s, W-2s or W-9s for any of these individuals.
- PGCEC spent \$500 for entertainment costs related to a previous Board Member's retirement event.

Programmatic

- Payments totaling \$5,900.46 were made to individuals who assisted with programs PGCEC held. A&I was not provided with Form 1099s, W-2s, W-9s, or invoices for any of these individuals.
- A check in the amount of \$3,875 was written to an individual associated with an outside organization, Kids at Hope. A&I was not provided with supporting documentation detailing the services provided by the individual.
- Payments for turkeys were made in the amounts of \$4,980 and \$4,200 to Lifestyles of MD, Inc. located in St. Mary's County. In conversation with Board Members, A&I learned that the turkeys were brought back into and disbursed within the County. In addition, there were two (2) payments made, \$1,000 each, to a Board Member and the Greater 202 Coalition that were reported as additional costs for the turkey distribution. The organization reported that approximately 865 turkeys (465 in 2016, and 400 in 2017) were distributed to the families of the three target schools. Through review of documents provided to A&I, we verified that 25 turkeys were sent to Francis Scott Key Elementary School in 2016. The Board reported that the remaining turkeys were distributed to residents in the surrounding area. Other than the copies of the checks, A&I did not receive documentation to support the purchase and distribution of the turkeys, and was not able to verify the recipients of the turkeys or the totals reported.
- A payment in the amount of \$6,000 was made to Maryland Basketball AAU for children outside of Prince George's County to participate in a competitive basketball tournament in Copenhagen, Denmark.

- We noted that 55% of the organization's total budget was used to pay for general/administrative expenses such as salaries for executives, rent for the facility, utilities, food for board meetings, etc. While it is a common and accepted practice to use grant funds to cover administrative costs, on average local government grants generally fund indirect costs in the range of 0-25% of the total expenses for a non-profit organization.

Legal Compliance

Under Maryland statute, Maryland Solicitations Act, “a charitable organization shall register and receive a registration letter from the Secretary of State before the charitable organization: solicits charitable contributions in the State, has charitable contributions solicited on its behalf in the State; or solicits charitable contributions outside of the State, if the charitable organization is in the State.” A&I was unable to locate the Prince George’s County Education Coalition, Inc. as a registered charitable organization in the Maryland’s Secretary of State’s Charity Database.

Additionally, A&I was unable to locate the tax preparer in the Maryland State Board of Individual Tax Preparer Public Query database or unable to verify the tax preparer as an IRS enrolled agent, attorney in good standing, or an employee of a state, local or federal government with tax duties. Under Maryland statute, the Maryland Individual Tax Preparers Act, if an individual is not a actively licensed certified public accountant, IRS enrolled agent, attorney in good standing, or an employee of state, local and federal government who perform tax return services in accordance with their official duties, they are required to register to the Maryland Board of Individual Tax Preparers.

RECOMMENDATIONS

Based upon the extent of the findings outlined in this report, we recommend that the County discontinue awarding the Prince George's County Education Coalition, Inc. grant funding at this time. The Prince George's County Council may require a total or partial refund of any grant funds when an organization is not in compliance with the terms and conditions of the grant award. If grant funds are to be awarded to the PGCEC in the future, the following recommendations should be implemented:

1. Prince George's County Education Coalition, Inc. should **ensure that it is in full compliance with all local, state and federal laws** that apply to the organization.
2. The organization should **ensure that any County Grant funds that have not yet been expended or any future grant funds received from the County are used solely as designated in the grant application for the benefit of Prince George's County citizens**. The organization should also make efforts to ensure that general/administrative costs are limited to a reasonable percentage (no more than 25%) of total costs.
3. The Prince George's County Education Coalition **should evaluate and strengthen its Board of Directors** to ensure the Board can provide the appropriate oversight of the organization.
 - a. An effective non-profit board should determine the mission of the organization, establish management policies and procedures, and actively monitor the organization's allocation of resources to effectively and efficiently fulfill its mission. The Board should annually approve the organization's budget and the organization should be operated in accordance with this budget.
 - b. Determine the appropriate people to sit on the board including those who have some expertise and experience working with the target population and those who have been involved in the community.
 - c. Based on the criteria established above, identify gaps that need to be filled so that the Board can more effectively realize its mission.
 - d. The Board should meet regularly, document all Board meetings in the form of minutes, and ensure a quorum of voting members is present when making major decisions for the organization. The minutes stand as the official record of the Board's actions and should be approved by the Board in a timely manner.
 - e. The *Standards for Excellence* states that when an employee of the organization is a voting member of the board, the board is responsible for ensuring that the employee will not be in a position to exercise undue influence.
4. Prince George's County Education Coalition, Inc. should take the necessary steps to **ensure that a sound accounting and internal control system is in place** to properly account for future funding that it may receive. A strong internal control system includes:
 - a. Segregating key financial duties including authorization, custody, record keeping and reconciliation. It is ideal to arrange the work load so that no one person handles more than one type of function.
 - b. Maintaining appropriate documentation to support revenue and expenditure transactions, including but not limited to bank statements, check copies, check registers, signed memoranda of understanding (MOUs), signed employment

agreements, signed contract agreements, receipts for travel and entertainment expenses, detail information regarding individual and corporate donor payments and other funds received. Documentation should be maintained for a period of at least three years after the tax return is filed, in accordance with IRS guidelines.

- c. Financial Reporting – A non-profit organization should create and maintain reports on a timely basis that accurately reflect the financial activity of the organization. Internal financial statements should be prepared at least quarterly, should be provided to the Board of Directors, and should identify and explain any material variation between actual and budgeted revenues and expenses.

Schedule 1

Prince George's County Education Coalition, Inc.
STATEMENT OF REVENUES AND EXPENDITURES
FOR THE FISCAL YEARS ENDING
JUNE 30, 2017 AND JUNE 30, 2018
(CASH BASIS)

	<u>FY 2017</u>	<u>FY 2018</u>
REVENUES:		
Donations	\$ 30,000	\$ 19,100
Prince George's County Grant	\$ 40,000	\$ 40,000
Total Revenues	\$ 70,000	\$ 59,100
EXPENDITURES:		
<u>Operational</u>	\$ 18,918.32	\$ 33,016.48
<i>Wages</i>	14,745.31	16,725.00
<i>Utilities</i>	3,457.18	3,878.36
<i>Rent</i>	-	7,200.00
<i>Office Equipment</i>	-	1,329.69
<i>Office Expense</i>	304.14	1,539.53
<i>Food</i>	225.00	941.47
<i>Insurance</i>	166.69	786.68
<i>Misc.</i>	20.00	115.75
<i>Retirement Event</i>	-	500.00
<u>Program</u>	\$ 21,771.16	\$ 19,950.24
<i>Wages</i>	2,025.46	3,875.00
<i>Research</i>	8,000.00	-
<i>Academic Support Program</i>	4,765.70	3,826.63
<i>Parent Advisory Group</i>	-	72.04
<i>Program Identifier</i>	-	920.00
<i>Turkeys</i>	5,980.00	5,200.00
<i>Teacher Appreciation</i>	1,000.00	-
<i>Basketball</i>	-	6,000.00
<i>Misc.</i>	-	56.57
<u>Political Activity</u>		
Campaign Contribution	-	2,650.00
Total Expenditures	\$ 40,689.48	\$ 55,616.72
Excess Revenue Over/(Under) Expenditures	\$ 29,310.52	\$ 3,483.28