

EXHIBIT H

Harbor Oak Early Learning Center — July 2025 — Cash Basis vs. Accrual Basis

The same month reported two ways

Line	Cash Basis	Accrual Basis	Difference
INCOME			
Family Tuition	\$50,131	\$52,340	(\$2,209)
Less: Tuition Discounts	-	(\$1,972)	\$1,972
Fees (registration, supply, late)	-	\$70	(\$70)
Child Care Scholarship (CCS) Reimbursement	\$34,848	\$27,879	\$6,970
Maryland EXCELS Tiered Payments	\$4,742	\$3,794	\$948
Family CCS Copayments	-	\$24	(\$24)
CACFP Reimbursements	\$4,486	\$4,700	(\$214)
Interest Income	\$10	\$10	-
Total Income	\$94,218	\$86,845	\$7,373
EXPENSES / CASH PAID OUT			
Classroom Staff Wages	\$35,910	\$41,296	(\$5,387)
Support Staff Wages	\$3,790	\$4,358	(\$568)
Administrative Staff Salaries	\$8,385	\$9,642	(\$1,258)
FICA Taxes	\$3,678	\$4,230	(\$552)
Employee Benefits	\$2,275	\$2,275	-
Substitutes	\$750	\$737	\$13
Insurance	\$13,200	\$1,100	\$12,100
Technology Licenses & Subscriptions	\$429	\$389	\$40
Bank & Merchant Services Fees	\$988	\$988	-
General Office Supplies & Printing	\$260	\$236	\$24
Professional Services	\$1,000	\$1,000	-
Marketing & Outreach	\$221	\$200	\$21
Rent	\$7,800	\$7,800	-
Utilities	\$2,200	\$2,514	(\$314)
Repairs & Maintenance	\$346	\$1,189	(\$843)
Janitorial Services & Supplies	\$1,149	\$1,135	\$14
Classroom Materials	\$1,148	\$1,041	\$107
Food Costs	\$2,598	\$2,850	(\$251)
Food & Kitchen Supplies	\$387	\$351	\$36
Depreciation	-	\$1,722	(\$1,722)
Interest Expense	\$281	\$281	-
Loan principal paid	\$807	-	\$807
Total Expenses / Cash Paid Out	\$87,602	\$85,336	\$2,267
NET (Net Income on accrual; Net Cash Flow on cash)	\$6,616	\$1,509	\$5,107