

September 15, 2025

Memorandum from President Murdaugh

The District Board of Trustees of
Tallahassee State College
444 Appleyard Drive
Tallahassee, FL 32304

The following meeting Agenda and items requiring approval by the District Board of Trustees is provided for your use at the Monday, September 15, 2025 Board Meeting.

The meeting will be held at Wakulla Environmental Institute, 170 Preservation Way,
Crawfordville, FL 32327, at 2:30 p.m.

Should you have any questions, please contact me.

Sincerely,



Jim Murdaugh, Ph.D.
President

**Agenda
District Board of Trustees
Tallahassee State College
Wakulla Environmental Institute
170 Preservation Way
Crawfordville, FL 32327
Monday, September 15, 2025
Business Meeting & Workshop – 2:30 PM**

CALL TO ORDER

- i. Moment of Silence
- ii. Pledge of Allegiance

COMMENTS

- i. Board Chair
- ii. Board Members
- iii. President

APPROVAL OF MINUTES

- 1. 2025 August 18 Board Minutes
Approve minutes as presented.

INFORMATION AND NEWS ITEMS

UNFINISHED BUSINESS

PRESENTATIONS

Approval of Consent Agenda

The consent agenda format is an organization process for meetings that allows the governing board to focus their time and attention on action items that require more elaboration, information, and/or discussion. The intent of the consent agenda is to support the efficiency and effectiveness of the meeting.

If a trustee has a question or plans to cast a negative vote regarding a specific recommendation, then the trustee/trustees need to acknowledge their intention to the Chair. This action item will be considered in the regular order of business as an individual action item.

Those action items that the trustees plan to approve without further question or discussion will remain on the consent agenda. Upon the final determination of the consent agenda, a motion, second to the motion, and unanimous approval of the Board of Trustees is needed to approve the action items. Upon approval of the consent agenda, the Board of Trustees will proceed with the remainder of the agenda.

- [2.](#) Human Resource Report
- [3.](#) Attorney Invoices – Bryant Miller Olive (August 2025)
Authorize payment of invoices as presented.

TSC Foundation

- [4.](#) TSC Foundation Update
Presented as an information item only.

Academic Affairs

- [5.](#) 2025 FCS College Affordability Report
Approve the 2025 FCS College Affordability Report.

Administrative Services

- [6.](#) Fund Analysis - August
For information only, no Board action required.
- [7.](#) Direct Support Organization Audit Reports
For information only, no Board action required.
- [8.](#) Certificate of Final Inspection – CFI 3rd Floor Renovations Project
Approve the attached Certificate of Final Inspection, Office of Educational Facilities (OEF) Form 209, authorizing final payment to contractor, Childers Construction Company, for the CFI 3rd Floor Renovations Project.

- [9.](#) FY 2024-2025 Carry Forward Spending Plan
Approval of the FY 2024-2025 Carry Forward Spending Plan.
- [10.](#) Construction Status Report
Presented as an information item only.
- [11.](#) Architect Invoices
Authorize payment of architectural invoice(s) as presented.

PUBLIC COMMENT

WORKSHOP

PRESIDENT'S REPORT

NEXT MEETING DATE

October 20, 2025

Location: **Main Campus**

ADJOURNMENT

Minutes
District Board of Trustees
Tallahassee State College
444 Appleyard Drive
Tallahassee, FL 32304
Monday, August 18, 2025
Business Meeting – Workshop, 2:30 PM

CALL TO ORDER

On Monday, August 18, Chair Karen Moore called the Tallahassee College District Board of Trustees meeting to order at 2:30 p.m.

Chair Moore asked everyone to stand for a moment of silence and the Pledge of Allegiance.

Members Present: Chair Karen Moore, Vice Chair Eugene Lamb, Trustees Monesia Brown, Christian Caban, Jonathan Kilpatrick, Frank Messersmith, and Monte Stevens.

Others Present: President Jim Murdaugh, Sheri Rowland, Riley Landy, Martin Balinsky, Sean McGovern, Brendie Hawkins, Heather Mitchell, Mandy Rogen, Paul Posey, Dustin Frost, Jennifer Carr, Angela Long, Camden Smit, Bobby Jones, Calandra Stringer, Wayne Almy, Katharine Bahmann, Nyla Davis, Jason Fowler, Lei Wang, Bill Spiers, Barbara Wills, Amany Hilario, Tricia Rizza, Shelly L. Bell, Amanda Clemnts, Kayla Dover, Hope Childress, Calvin Cheung, Sila Lott, Anthony Jones, Tarrah Gordan, Christen Givens, Cerissa Fondo, and Bertie Culbreath.

TRUSTEE COMMENTS

- i. Chair Remarks:
Chair Moore welcomed recently-appointed trustee, Christian Caban, and recognized the reappointment of Trustee Monesia Brown. She noted that she attended the AI for Good Summit in Geneva, Switzerland, where Dr. Murdaugh and Dr. Angela Long led a featured session.

Chair Moore thanked Vice President Heather Mitchell and her team for their outstanding work on Eagles Rise, which she and Trustee Eugene Lamb attended. She also shared that TSC was named one of the Most Promising Places to Work in Community Colleges by NewsNow.

In addition, she thanked Provost Calandra Stringer and Dr. Tricia Rizza for their incredible work with Tallahassee Collegiate Academy, which earned its second consecutive A grade from the Department of Education in its second year of operation. She announced the new TCA leadership team: Dr. Robin Oliveri, Principal; Sherrhonda Faison, Assistant Principal; and LaNandra Watkins, Dean of Students.

- ii. Trustee Remarks:
 - a. Trustee Christian Caban expressed his honor to serve on the Board and reflected on his time as a student at TSC from 2011 to 2013, crediting that experience as foundational to his success. He praised the College's intimate learning environment. He noted that he and his partner, Alex, recently welcomed their son, Colt.
 - b. Trustee Brown shared that she enjoyed participating in Convocation and noted the students' strong interest in being engaged beyond academics. She thanked Dr. Rowland for guiding her around campus.
 - c. Trustee Kilpatrick observed that campus parking was a challenge—a good reflection of the growth and activity on campus. He announced that his daughter and son-in-law finalized the adoption of their three children.
 - d. Vice Chair Lamb thanked VP Heather Mitchell and her team for delivering a fantastic Eagles Rise event.
 - e. Trustee Messersmith expressed his appreciation for the appointment of Dr. Camden Smit as Chief of Staff, noting her strong record of service in Wakulla County. He noted his recent tour of the Innovation Hub and the impressive changes taking place there.
 - f. Trustee Stevens shared that the energy of a full campus makes him proud to serve as a trustee. He expressed gratitude for the opportunity to continue serving.
- iii. President Murdaugh introduced Dr. Camden Smit as the College's new Chief of Staff. Dr. Smit brings extensive experience from Wakulla County Schools and, most recently worked with Florida Virtual School. She began her role on July 21. He then expressed gratitude to Charlie Ward for his time on the Board.

Dr. Murdaugh noted that TSC recently hosted Commissioner of Education Anastasios Kamoutsas. He visited Tallahassee

Collegiate Academy, the Library, Dental Clinic and Simulation Center, and the Transfer Services Office during his tour.

President Murdaugh extended birthday wishes to Trustee Lamb. He highlighted the one-year anniversary of the College's name change to Tallahassee State College and congratulated three members of the Forensics Team for being named to the FSCAA All-Academic Team.

APPROVAL OF MINUTES

1. 2025 June Board Minutes

Approve minutes as presented.

MOTION: Trustee Lamb
Motion passed unanimously.

SECOND: Trustee Stevens

BOARD OF TRUSTEES

2. Election of Officers for 2025-2026

Chair Moore opened the floor for 2025-26 Chair and Vice Chair nominations.

Trustee Kilpatrick nominated Trustee Lamb for Chair and Trustee Messersmith for Vice Chair.
Nominations passed unanimously.

President Murdaugh presented outgoing Chair Moore with a gavel plaque in recognition of her service as Board Chair of 2024-25.

INFORMATION AND NEWS ITEMS

Amanda Clements, Interim Vice President and Director of Communications, provided an overview of recent media coverage for the college.

Highlights included:

- Coverage of the appointment of Trustee Caban and reappointment of Trustee Brown.
- The launch of two new healthcare A.S. degrees.
- Recognition of TSC having one of the lowest tuition rates in the country.
- The launch of the Innovation Academy of Excellence.

- The Tallahassee Chamber Conference, mentioning Dr. Long's session, and the participation of other TSC representatives.

Broadcast clips highlighting recent coverage were also shared.

PRESENTATIONS

VP Heather Mitchell introduced Amanda Roden, Executive Director and President of the Florida College System Foundation. Ms. Roden shared that the Foundation is the direct support organization for the Florida College System and, along with Karen Moore, the chair of the FSC Foundation board, presented a check for \$43,499 for student scholarships.

NEW BUSINESS

Approval of Consent Agenda

The consent agenda format is an organization process for meetings that allows the governing board to focus their time and attention on action items that require more elaboration, information, and/or discussion. The intent of the consent agenda is to support the efficiency and effectiveness of the meeting.

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3. Attorney Invoices – Bryant Miller Olive (July 2025)
Authorize payment of invoices as presented.
4. Human Resource Report
Motion to Approve Consent Agenda
MOTION: Trustee Kilpatrick **SECOND:** Trustee Moore
Motion passed unanimously.

TSC Foundation

5. TSC Foundation Update

Presented as an information item only.

Academic Affairs

6. General Education Institutional Review Certification
Approve the College's list of general education courses for 2026-2027.
MOTION: Trustee Stevens **SECOND:** Trustee Brown
Motion passed unanimously.
7. Dual Enrollment Articulation Amendment
Approve the amendment to the 2025-2026 dual enrollment articulation agreements.
MOTION: Trustee Moore **SECOND:** Vice Chair Messersmith
Motion passed unanimously.

Administrative Services

8. Fund Analysis - July
For information only, no Board action required.
9. Disposition of Surplus Property Assets
Authorize the College to dispose of the items designated as surplus.
MOTION: Trustee Moore **SECOND:** Trustee Stevens
Motion passed unanimously.
10. Sponsored Programs – Provider
Authorize funding for the awards and contracts as presented.
MOTION: Vice Chair Messersmith **SECOND:** Trustee Kilpatrick
Motion passed unanimously.
11. Architect Invoices
Authorize payment of architectural invoice(s) as presented.
MOTION: Trustee Stevens **SECOND:** Trustee Moore
Motion passed unanimously.
12. Construction Status Report
Presented as an information item only.
13. Resubmit Capital Improvement Plan (CIP) 2026-27 Through 2028-2029
Approve the updated 2026-27 through 2028-29 CIP, as provided on the attached CIP-1 and CIP-2 forms.
MOTION: Trustee Kilpatrick **SECOND:** Trustee Stevens
Motion passed unanimously.

14. FY 2025-2026 College Operating Budget Amendment #1
Approve Amendment #1 of the College's FY 2025-2026 Operating Budget.
MOTION: Vice Chair Messersmith **SECOND:** Trustee Brown
Motion passed unanimously.
15. Spot Survey 3.2
Approve the attached Educational Plant Spot Survey 3.2.
MOTION: Trustee Stevens **SECOND:** Trustee Moore
Motion passed unanimously.

Information Technology

16. Information Technology Plan for FY 2025-26.
Approve the Information Technology Plan for FY 2025-26.
MOTION: Trustee Kilpatrick **SECOND:** Trustee Brown
Motion passed unanimously.

Institutional Effectiveness

17. Transition of Institutional Accreditation from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to the Higher Learning Commission (HLC).
Approve the transition of institutional accreditation from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to the Higher Learning Commission (HLC).
MOTION: Vice Chair Messersmith **SECOND:** Trustee Stevens
Motion passed unanimously.

President Murdaugh explained that two years ago, the legislature mandated all Florida colleges and universities to identify a new accrediting body. Following discussions across the system, institutions collectively agreed that transitioning to the Higher Learning Commission (HLC) would best support seamless transfers from a colleges to universities. He noted that Florida's university system also expressed interest in establishing a state-specific accrediting body.

President Murdaugh emphasized that accreditation is critical for access to federal financial aid programs, including Pell grants. He assured trustees that the College will remain accredited and that updates will be provided as more information becomes available.

Trustee Stevens asked whether the transition was essentially a direct response to the legislative mandate requiring all colleges to pursue new accreditation, which President Murdaugh confirmed.

18. The District Board of Trustees 2025 Board Self-Evaluation. Recommend that the District Board of Trustees of Tallahassee State College acknowledge and accept the results of the 2025 Board Self-Evaluation as presented.

MOTION: Trustee Moore

SECOND: Trustee Brown

Motion passed unanimously.

PUBLIC COMMENT

Amany Hilario addressed the Board regarding concerns with a student conduct process and his removal from leadership roles. He shared his experience as an active student and expressed feeling harassed and silenced after raising questions about transparency and budgets. Mr. Hilario stated that his termination from student employment and subsequent conduct ruling jeopardized his professional opportunities. He asked the Board to ensure future student leaders are supported rather than discouraged and called for an audit of the athletic and student affairs departments.

WORKSHOP – BUDGET PRESENTATION

Vice President and Chief Business Officer Barbara Wills presented an update to the annual budget workshop, explaining that because the legislative session was extended, the College operated under a continuation budget until final appropriations were received. She reviewed FY25 financial data and outlined the proposed FY26 budget, noting challenges related to state-mandated changes in retirement and health insurance costs.

VP Wills explained that the College's participation in the state group health insurance plan has created new expenses, including the requirement to refund certain pre-tax FICA-related amounts and to budget for a 9% increase in insurance premiums effective January 1, 2026. She emphasized that while these changes increased costs, employees have benefited from lower monthly premiums.

She also noted that revenue projections are based on an anticipated 2% increase in credit hours and that year-end fund balances are reported annually to the state.

Vice Chair Messersmith asked how premium increases are handled. VP Wills clarified that the state sets premiums and cost-sharing, not the College. Trustee Stevens added that employee premiums are capped by the legislature, leaving institutions to absorb additional costs. President Murdaugh provided context on the legislative move to shift colleges into the state plan, including a previously approved \$80 million hold-harmless allocation that the Governor later vetoed.

Trustee Brown asked about coordinated advocacy efforts, and both President Murdaugh and Trustee Moore emphasized the critical role trustees play in advancing funding priorities.

Trustee Moore encouraged attendance at the upcoming statewide trustee commission meeting at the Capitol, highlighting it as an opportunity to advocate for recurring health insurance support.

Trustee Caban inquired about whether the fund balance represents reserves or cash on hand. VP Wills confirmed that the fund balance is a rolling year-end figure based on audited financials, not a total reserve amount.

PRESIDENT'S REPORT

President Murdaugh announced that the College will be closed on Monday, September 1, in observance of Labor Day. He also shared that Dr. Lei Wang will be retiring in September and expressed his appreciation for her leadership and years of service. He noted that Dr. Stephen Nettles has been hired and will begin on September 8.

Chair Lamb asked the TSC counsel, Ms. Riley Landy, to research how trustee elections are conducted at several other state colleges. The Board will review her findings and decide which system to adopt.

NEXT MEETING DATE

September 15, 2025

Location: **Wakulla Environmental Institute**

ADJOURNMENT at 3:57 p.m.

September 15, 2025

M E M O R A N D U M

TO: Jim Murdaugh, Ph.D.
President

FROM: Barbara Wills, Ph.D.
Vice President for Administrative Services and Chief Business Officer

SUBJECT: Human Resource Report

Item Description

This item requests Board approval for personnel actions.

Overview and Background

The College brings forth a request to approve appointments, separations and outside employment.

Past Actions by the Board

Personnel actions are taken to the District Board of Trustees monthly. The Board has not addressed this item previously.

Funding/ Financial Implications

This item is funded by the 2025-2026 Operating Budget.

Recommended Action

Approve the report as presented.

Original Appointments - Executive, Administrative, Managerial & Professional

Name	Position	Department	Effective Date	
<i>None to Report</i>				

Original Appointments - Classified Staff

Name	Position	Department	Effective Date	
Peter Jean	Administrative Assistant	Human Resources	August 1, 2025	
Tony Francis	Landscaper	Facilities	August 1, 2025	
Blake Ereckson	Accounting Specialist	Financial Services	August 1, 2025	
Fredrick DeBaufer	Marine Service Technologies Instructor	Workforce Development	August 7, 2025	
Jhaneycia Johnson	Campus Police Officer	Campus Police	August 11, 2025	
Isaiah Randolph	Landscaper	Facilities	August 18, 2025	

Original Appointments - Faculty

Name	Position	Department	Effective Date	
Melanie Medina	Biological Science Faculty	Science and Mathematics	August 7, 2025	
Dylan Humphrey	Math Faculty	Science and Mathematics	August 7, 2025	
Benny Brustad	Math Faculty	Science and Mathematics	August 7, 2025	
Sarah Kettelkamp	Biological Science Faculty	Science and Mathematics	August 7, 2025	
John Polisknowski	Nursing Faculty	Nursing	August 7, 2025	
Margaret Burden	Nursing Faculty	Nursing	August 7, 2025	
Falena Sampson	Nursing Clinical Faculty	Nursing	August 7, 2025	
Maureen McWhite	Computer Programming Faculty	Computer Networking	August 7, 2025	
Daniel Clancy	Diagnostic Sonography Faculty	Healthcare Professions	August 7, 2025	
Jason Priddle	Economics Faculty	Economics	August 7, 2025	
Marley Majetic	Earth Science Faculty	Science and Mathematics	August 7, 2025	
Christy Bebeau	Health Education Faculty	Science and Mathematics	August 18, 2025	
Katherine Easterling	Biological Science Faculty	Science and Mathematics	August 18, 2025	
Shelley Bayliss	Foreign Language Faculty	Foreign Language	August 25, 2025	

Original Appointments - Contracts & Grants

Name	Position	Department	Effective Date	
Virgus Broxton	Teacher	Tallahassee Collegiate Academy	August 7, 2025	
Trevian Jean-Francois	Eagle Connections Program Specialist	Eagles Connections	August 13, 2025	
Jennifer Donald	Program and Logistics Coordinator	DJJ- Project Anchor	August 18, 2025	
Deborah Davidson	Career Development Specialist	DOC - 100 Hour - Century C.I.	August 25, 2025	

Seeking to Hold Political Office Requests (All Employees)

Name	Position	Department	Office	Position
Pablo Perez de Alejo	Teacher	Tallahassee Collegiate Academy	City of Tallahassee	City of Tallahassee Commission, Seat 3

Drop Retiree Participants (All Employees)

Name	Position	Department	Enrollment Date	End Period
<i>None to Report</i>				

Separations

Name	Position	Department	Effective Date	Separation Type
Joy Scarlett - Garcia	Healthcare Lead Instructor	Workforce Development	August 1, 2025	Resigned
Phona Westcarth	Career Development Specialist	DOC 100 Hour- Homestead C.I.	August 1, 2025	Resigned
Shareese Hardy	Nursing Faculty	Nursing	August 6, 2025	Resigned
Jacque Parramore	Systems Administrator	Informational Technology	August 8, 2025	Resigned
Amber O'Connell	Director of Marketing	Communications and Marketing	August 15, 2025	Resigned
Bobbie Hammond	Career Navigator, Project Anchor	DJJ - Project Anchor	August 15, 2025	Resigned
Idelfonso Leal	Information Technology Specialist	DJJ - Project Anchor	August 15, 2025	Resigned
Gary Clarke	Assistant Director, Facilities Operations	Facilities	August 19, 2025	Dismissed

Outside Employment Requests (All Employees)

Name	Position	Department	Employer	Position
Akila Wilson	English Faculty	Communications and Humanities	Harford County Public Schools	English Teacher
Brian Kupfer	Political Science Faculty	Social Sciences	Grand Canyon University	Adjunct
Chris Chamberlin	Math Faculty	Science and Mathematics	Santa Fe College	Academic Chair,
Christy Ulrich	Pathways Advisor	Academic Affairs	Publix	Grocery Clerk
Geryl Buchholtz	Admissions Navigator	Admissions and Records	Thomas University	Adjunct Instructor
Ivory Council	Earth Science Faculty	Science and Mathematics	Pure Ambiance Apothecary, LLC	Owner, Travel Agent
Jo Hendricks	Nursing Faculty	Healthcare Professions	Vitas Hospice	Nurse Practitioner
Joshua Peebles	EMS Faculty	Healthcare Professions	Health Science Consulting	CEO
Katina Smith	Office Manager	Healthcare Professions	IHOP	Server
Kim Ardley	Transfer Specialist	Transfer Services	Designs by Special K	Designer
Latoria Oliver Mordica	Program Specialist	Workforce Development	Tallahassee Memorial Hospital	Front Desk Assistant

Loren Williams	Simulation Lab Technician	Healthcare Professions	Hayward House	Server/ Bartender
Makeshia Brockman	Nursing Faculty	Healthcare Professions	FAMU	Adjunct Nursing
Maria Suarez	Foreign Language Faculty	Communications and Humanities	Chipola College	Adjunct Professor
Michael Wohlgemuth	Software Systems Administrator	Facilities	Self	Massage Therapist
Nadine Gordon	Biology Faculty	Science and Mathematics	Southern New Hampshire	Adjunct Instructor
Nyla Davis	Human Resource Director	Human Resources	Gadsden County Board of Commissioners	Aide
Phillip Hazard	History Faculty	Social Sciences	Florida Department of State	OPS Redactor
Ryan Wright	Library Service Specialist	Library	Florida State University	OPS Assistant
Sara Marchessault	Education and College Success Faculty	Social Sciences	Word of South Festival of Literature and Music	Director of Word of South
Sheri Rowland	Vice President of Student Affairs	Student Affairs	Achieving the Dream	Consultant
Troy Mahler	Registrar	Admissions and Records	Travel by Troy LLC	Owner, Travel Agent
William Spiers	Director of Student Financial Services	Student Financial Services	Thomas Memorial Baptist Church	Choir Director
Yafang Wang	Math Faculty	Science and Mathematics	Valencia College	Adjunct Instructor

Personnel Changes (Promotions, Demotions - All Employees)

Name	Position	Department	Effective Date	Prior Position
Maria Larkin	Elementary Education Faculty	BA Faculty and Staff	August 7, 2025	Practicum Coordinator
Krista Hellman	Practicum Coordinator	BA Faculty and Staff	August 7, 2025	Title III Activity Coordinator
Carla Chukes	Academy Program Manager	FPSI Certificate Programs	August 11, 2025	CJ Instructional Coordinator

September 15, 2025

M E M O R A N D U M

TO: Jim Murdaugh, Ph.D.
President

FROM: Barbara Wills, Ph.D.
Vice President for Administrative Services and Chief Business Officer

SUBJECT: Attorney Invoices – Bryant Miller Olive (August 2025)

Item Description

Request for approval to pay invoices from Bryant Miller Olive, P.A. for legal services provided related to collective bargaining process and related to Faculty labor relations.

Overview and Background

The College engaged Bryant Miller Olive, P.A. for representation during the collective bargaining process.

Past Actions by the Board

The Board of Trustees approved the agreement for these services at the October 17, 2022 Board Meeting.

Funding/ Financial Implications

Funding is budgeted in Fund 1, the Current Unrestricted Fund. The current amount due is \$375 for August 2025.

Recommended Action

Authorize payment of invoices as presented.



Barbara K. Wills
Chief Business Officer, Vice President for Administrative
Services
Tallahassee State College
444 Appleyard Drive
Tallahassee, Florida 32304

Invoice Date: September 2, 2025
Invoice No. 86583
Client No. 25480.002

For professional services rendered and expenses incurred
regarding Tallahassee State College / L&E / General

Statement of Legal Services

			Hours	
07/02/2025	DMH	Analyze issue / grievance	0.10	
07/02/2025	DMH	Draft email to Union and review reply	0.10	
07/03/2025	DMH	Review and reply to email from UFF	0.10	
08/01/2025	DMH	Review and reply to email from Union	0.10	
08/04/2025	DMH	Review Arbitrator information	0.60	
08/06/2025	DMH	Telephone conference with UFF/ arbitration	0.20	
08/06/2025	DMH	Review email from client and reply	0.10	
08/06/2025	DMH	Review UFF's email to AAA	0.10	
08/19/2025	DMH	Review emails and reply / grievance	0.10	
08/19/2025	DMH	Review and reply to email from client	0.10	
08/20/2025	DMH	Review letter from arbitrator about dates	0.10	
08/20/2025	DMH	Draft email to client	0.10	
Current Services			1.80	\$450.00

Recapitulation

<u>Timekeeper</u>	<u>Hours</u>	<u>Rate</u>	<u>Total</u>
Denise M. Heekin	1.80	\$250.00	\$450.00

Payments

08/07/2025	Payment	ACH rec'd 8/7/25 Invoice 85777	75.00
08/29/2025	Payment	ACH rec'd 8/29/25 Inv 86396	1,527.50
			<u>1,602.50</u>

Tallahassee State College

Invoice Date: September 02, 2025
Invoice No. 86583
Client No. 25480.002

Total Current Work	\$450.00
Previous Balance Due	(\$75.00)
Balance Due	\$375.00

Please Reference Client Number On Checks And Wire Transfers

Mail Checks to:
1545 Raymond Diehl Road, Suite 300
Tallahassee, FL 32308
850-222-8611 FEIN 59-1315801

Send wire transfers to Capital City Bank, ABA #063100688
for credit to Bryant Miller Olive, Account #2132834901
Thank you for your business

September 15, 2025

M E M O R A N D U M

TO: Jim Murdaugh, Ph.D.
President

FROM: Heather Mitchell
Vice President for Institutional Advancement and Executive Director of the TSC Foundation

SUBJECT: TSC Foundation Update

Item Description

The following is an update of the events planned and initiatives & activities undertaken by the TSC Foundation.

Overview and Background

Attached is a report of funds raised by the TSC Foundation to date for the current fiscal year. The report includes a summary of total funds received, giving summary by designated area, number of donors, and number of gifts.

The Foundation would also like to extend an invitation to DBOT members to the following events:

- September 18 – President’s Circle Reception, 5:30 – 7:00 p.m., Richard W. and Karen B. Moore Veterans Success Center
- October 1 – TSC Alumni Hall of Fame Recognition Dinner, 6:00 – 8:00 pm, Student Union Ballroom
- October 16 – President’s Circle Reception, 5:30 – 7:00 pm – ANNOUNCE CLEAVER & CORK CHEF, Hayward House

Past Actions by the Board

The District Board of Trustees receives a Foundation update at every Board Meeting.

Funding/ Financial Implications

There are no Funding/Financial implications arising from this standard monthly report.

Recommended Action

Presented as an information item only.

TSC Foundation - Financial Update FY 25-26

April 1, 2025 - September 4, 2025

		YTD 23/24	YTD 24/25	YTD 25/26
TSC Foundation	Total Received	\$438,193.27	\$574,442.83	\$447,655.76
	Facility Support	\$24,617.90	\$8,549.50	\$20,804.35
	Program Support	\$79,487.94	\$108,018.82	\$142,876.73
	Scholarship Support	\$249,567.11	\$257,326.75	\$193,647.70
	Unrestricted Support	\$84,520.32	\$151,828.08	\$90,326.98
	Net Assets	\$21,324,277.03	\$25,305,740.48	\$29,547,685.07

		YTD 23/24	YTD 24/25	YTD 25/26
TSC Foundation	Number of Donors	439	460	399
	Number of Gifts	1467	1544	1657

		YTD 23/24	YTD 24/25	YTD 25/26
TSC Foundation	Total Received for Alumni	\$39,097	\$31,953	\$33,372
	Number of Donors	77	77	68
	Number of Gifts	307	349	330

		YTD 23/24	YTD 24/25	YTD 25/26
\$	Cash	\$424,288.27	\$565,608.19	\$447,630.77
	Gifts in Kind	\$13,905.00	\$0.00	\$0.00
	Total Raised - Pledges Received	\$76,667.27	\$79,059.80	\$0.00
	Planned Gifts Confirmed	0	1	1
	Planned Gift Amount	\$0.00	\$1,000,000.00	\$0.00
	Grants Applied For			25
	Grants Received			\$129,770,149.00
	Pledges Expected by March 31, 2026			\$55,822.74

The Foundation's Fiscal Year is April - March

September 15, 2025

M E M O R A N D U M

TO: Jim Murdaugh, Ph.D.
President

FROM: Calandra Stringer, Ph.D.
Vice President and Provost

SUBJECT: 2025 FCS College Affordability Report

Item Description

This item presents the 2025 textbook and affordability compliance report.

Overview and Background

The 2022 legislative session created new accountability measures for Florida College System governing boards for overseeing the affordability of textbooks and instructional materials.

According to Florida Statute 1004.085 (8), the Board of Trustees of each Florida College System Institution is required to submit a report to the Chancellor of the Florida College System by September 30th. The report must contain the textbook and instructional materials selection process for general education courses with a wide cost variance. Additionally, the report must contain TSC's compliance with at least 95% of all courses and course sections textbook information being posted for students at least 45 days before the first day of class for each term. The report must also report TSC's compliance with at least 95% of all course syllabi being posted at least 45 days before each term's first day of class and posting the last five academic years for textbook and instructional materials costs.

The attached report summarizes TSC's compliance with textbook affordability, posting of course syllabi, and the publishing of textbooks and instructional materials on the college's website for the 2024 - 2025 academic year.

TSC reports that 99% of all courses and course sections textbook information is posted for students at least 45 days before the first day of class. This includes courses with an allowable exception. TSC reports that 95% of all course syllabi were posted at least 45 days before the first day of fall and spring terms with allowable exceptions. Additionally, TSC reports that it was compliant in posting the last five academic years of textbooks and instructional materials costs on its website.

The college continues to make gains in lowering the cost of materials for students, including expanding high-enrollment general education courses that utilize Open Educational Resources (OER) for all sections. The college offered a total of 827 sections of courses that

utilized OER for 2024-2025. TSC saved students an estimated total of \$2,609,786 by utilizing OER for both the Fall 2024 and Spring 2025 semesters.

Funding/ Financial Implications

None

Past Actions by the Board

The Board approved the textbook and college affordability compliance report in the past.

Recommended Action

Approve the 2025 FCS College Affordability Report.

Instructions

Affordability remains a top priority for all 28 Florida College System (FCS) institutions. The Division of Florida Colleges (DFC) requests data and information related to college affordability initiatives and textbook and instructional material affordability pursuant to sections (ss.) 1004.084 and 1004.085, Florida Statutes (F.S.).

Submission

By September 30, 2025, each college must submit institutional responses for the 2025 FCS Affordability Report via <https://www.research.net/r/FCS2025Affordability>.

NOTE: This Word template is provided for planning purposes only. All responses must be uploaded in the survey instrument.

Department of Education Contact

If you have any questions about completing the report, please contact Research and Analytics at FCSResearch@fldoe.org.

(For Planning Purposes Only)

College Affordability***Institution Contact Information***

1. College Name
Tallahassee State College

2. Contact Information

Name	Dr. Tricia Rizza
Title	Associate Vice President for Academic Affairs
Email Address	Tricia.rizza@tsc.fl.edu

Tuition and Fees

3. Did your institution reduce or hold tuition flat over the prior year?
- ☒ Yes
☐ No

If you answered “no,” provide a short description (100 words or less) of how the decision to increase tuition was made. Specify the amounts and identify the estimated number of students impacted.

[Click or tap here to enter text.](#)

4. Did your institution reduce or hold administrative fees flat over the prior year? Administrative fees include financial aid, capital improvement, student activity and service, and technology.
- ☒ Yes
☐ No

If you answered “no,” provide a short description (100 words or less) of how the decision to increase administrative fees was made. Specify the amounts and identify the estimated number of students impacted.

[Click or tap here to enter text.](#)

5. Did your institution eliminate administrative fees over the prior year?
- ☐ Yes
☒ No

If you answered “yes,” provide a short description (100 words or less) of how the decision to eliminate fees was made. Specify the amounts and identify the estimated number of students impacted.

[Click or tap here to enter text.](#)

6. Did your institution reduce or hold user fees flat over the prior year? (e.g., laboratory, distance learning, parking, etc.)
- ☒ Yes

☐ No

If you answered “no,” provide a short description (100 words or less) of how the decision to increase user fees was made. Specify the amounts and identify the estimated number of students impacted.

7. Did your institution eliminate user fees over the prior year?

☒ Yes☐ No

If you answered “yes,” provide a short description (100 words or less) of how the decision to eliminate fees was made. Specify the amounts and identify the estimated number of students impacted.

For the 2024-2025 year, TSC has 173 laboratory/course fees, of which 18% decreased, 65% were unchanged, and 16% increased. There were 150 students impacted by eliminated fees. Resulting in a fee reduction of \$5,250.00. The process involves an annual assessment of all course, lab, and institutional fees. The assessment includes a review of supplies that are needed as well as innovative methods to reduce the cost of supplies through the use open educational resources or virtual simulations. The review is coordinated with faculty through deans and directors. All items are presented to the District Board of Trustees for approval.

Textbook Affordability

Policies and Strategies

8. Please provide a brief update on your institution’s established policies that instructors or departments follow regarding providing adequate notice to bookstores on the adoption of required and recommended textbooks and instructional materials.

Textbook selections shall be made by a majority vote of eligible department faculty participating in the textbook selection process. All full-time faculty qualified to teach the course shall be included in the voting in each department. The Program Chair will be provided with the opportunity to have input regarding the textbooks being considered. Textbooks must be selected and approved by February 15 for Summer and Fall. Textbooks must be selected and approved by October 1 for Spring. Approved textbook adoptions shall remain in effect for three (3) full calendar years. Only in exceptional cases will permission to discontinue a text be granted at an earlier date. Such permission must be granted by the Associate Vice President for Academic Affairs upon the recommendation of the dean.

9. Describe your institution’s selection process for textbooks and instructional materials for high-enrollment courses, defined as the top 10 courses with the highest course enrollments.

TSC has a textbook selection process where academic departments agree upon texts that are to be used College-wide. This means that all sections of a course use the agreed-upon text. The choice of textbooks is a divisional responsibility, with the actual selection being a function of the faculty teaching a specific course. Each textbook selection cycle adheres to a comprehensive process where all faculty members participate on some level. Every two full calendar years, each program assembles a textbook committee. The process begins with the committee developing a set of criteria by which they will evaluate the strengths and

weaknesses of the current textbook. If the committee selects to explore other options, the course coordinator or any other committee member is charged with soliciting publishers for copies of its textbooks and/or ancillary materials. Each committee member evaluates all textbooks and ancillary materials brought forth by the committee. The committee narrows the options and presents the finalists for the faculty vote. After collaboration, the faculty member(s) concerned make a recommendation to the dean/director. The College recognizes the financial impact that the cost of textbooks has on students. Faculty shall make every effort to help control student costs by seeking the most economical options and utilizing all required texts. In addition, faculty shall use the following considerations when selecting texts: is the textbook part of a bundle? If the textbooks is bundled with supplemental materials, will all components of the bundle be used? Is the text a new edition? Is the old edition available? If the old edition is available, to what extent is the new edition different and more valuable for instructional purposes? Were open-access textbooks or alternate digital options considered during the selection process? Are student learning outcomes being met?

10. Identify specific institutional policies or initiatives designed to reduce the cost of textbooks and instructional materials. Select all that apply.

- ☒ Adoption of Open Educational Resources (OER)
- ☒ Usage of digital textbooks and learning objects
- ☐ Textbook affordability committees
- ☐ Mechanisms to assist in buying, renting, selling, and sharing textbooks and instructional materials
- ☐ Program(s) with no textbook costs
- ☒ Faculty grants for development of textbooks
- ☐ Bulk textbook purchasing
- ☐ Offering students opt-in provisions for the purchase of materials
- ☐ Offering students opt-out provisions for the purchase of materials
- ☒ Consideration of the length of time that textbooks and instructional materials remain in use
- ☒ Course-wide adoption, specifically for high-enrollment general education courses
- ☐ Other (please specify): [Click or tap here to enter text.](#)

Forty-Five (45) Day Posting Requirement

11. Describe the policies implemented regarding the posting of textbook and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class.

Tallahassee State College is committed to supporting students' academic success and promoting transparency in the education process. In accordance with this commitment, the College has implemented a policy to ensure that information regarding required textbooks and instructional materials of all courses and course sections is readily available to students. This information is posted 45 days before the first day of class.

12. Report the number and the total percentage of courses and course sections, including OER and no-cost* sections, that were not able to meet the textbook and instructional materials posting deadline for the terms below. Please specify how many sections there were with and without reasonable exceptions.

Reporting Requirements	Fall 2024	Spring 2025
Total Number of Course Sections	1702	1408

<i>Number/Percentage of Course Sections Able to Meet 45-Day Deadline</i>	1564/92%	1359/97%
<i>Number/Percentage of Course Sections Not Able to Meet 45-Day Deadline <u>With</u> an Allowable Exception</i>	133/8%	49/3%
<i>Number/Percentage of Course Sections Not Able to Meet 45-Day Deadline <u>Without</u> an Allowable Exception</i>	5/0.001%	0/0%

*A “No-Cost Section” could be a section that does not require textbooks or instructional materials or a section that utilizes no-cost OER.

Searchable Textbooks and Instructional Materials List

13. Indicate whether your institution made the list of textbooks and instructional materials searchable by the required components for this reporting cycle by answering Yes or No.

Required Components	Yes/No
<i>Course subject</i>	Yes
<i>Course number</i>	Yes
<i>Course title</i>	Yes
<i>Name of the instructor of the course</i>	Yes
<i>Title of each assigned textbook or instructional material</i>	Yes
<i>Each author of an assigned textbook or instructional material</i>	Yes

If any component of your institution’s list was not searchable or missing a required component, please provide a brief explanation and identify activities to come into compliance.

Click or tap here to enter text.

Downloadable Textbooks and Instructional Materials List

14. Describe how your institution made the list of textbooks and instructional materials easily downloadable by current and prospective students.

Tallahassee State College has created a separate webpage listing the last five years’ textbook adoption. This page is under the Provost's Office webpage. The list is downloadable as a pdf. Link:

<https://www.tsc.fl.edu/about/college/provost/textbook-affordability/>

Icon for No-Cost OER and No-Textbook Course Sections

15. Indicate how your institution implemented the use of an icon to indicate the status of course sections where no textbook is required or no-cost OER are used. Check all that apply.

☒ Through Zero Textbook Cost Indicator developed by the Florida Postsecondary Academic Library Network.

☐ Through the bookstore website (vendor or college-managed).

- ☐ Through the course registration system.
- ☐ Other (please specify): [Click or tap here to enter text.](#)

If your institution did not implement an icon, please provide a brief explanation and identify activities to come into compliance.

[Click or tap here to enter text.](#)

General Education Core Course Syllabi Components and Forty-Five (45) Day Posting Requirement

16. Indicate whether all general education core course syllabi included the required components for this reporting cycle by answering Yes or No.

Required Components	Yes/No
<i>Curriculum</i>	Yes
<i>Goals</i>	Yes
<i>Objectives</i>	Yes
<i>Student expectations of the course</i>	Yes
<i>How student performance will be measured</i>	Yes

If your institution's general education core course syllabi were missing a required component, please provide a brief explanation and identify activities to come into compliance.

[Click or tap here to enter text.](#)

17. Indicate whether your institution posted the course syllabi for at least 95% of the general education core course sections 45 days before the first day of class for this reporting cycle, with or without reasonable exceptions, by answering Yes or No.

Reasonable exceptions include:

- A faculty member has not yet been assigned to teach the course section before the forty-five (45) day notification deadline.
- The course section is added after the forty-five (45) day notification deadline.

Posting Requirements	Yes/No
<i>The syllabi for at least 95% of the general education core course sections <u>were posted</u> 45 days before the first day of classes this reporting cycle.</i>	N/A
<i>The syllabi for at least 95% of the general education core course sections <u>were not posted</u> 45 days before the first day of classes this reporting cycle; however, with reasonable exceptions, the college is in compliance.</i>	Yes
<i>The syllabi for at least 95% of the general education core course sections <u>were not posted</u> 45 days before the first day of classes this reporting cycle.</i>	N/A

If your institution did not meet the syllabi posting requirement for which a reasonable exception applies, please provide a brief explanation, and identify activities to come into compliance.

[Click or tap here to enter text.](#)

Textbook and Instructional Materials List Five-Year (5) Posting Requirement

18. Indicate whether your institution updated and posted the list of required and recommended textbooks for the preceding five (5) academic years by September 1, 2025, by answering Yes or No.

Preceding 5 Academic Years	Yes/No
2019-20	Yes
2020-21	Yes
2021-22	Yes
2022-23	Yes
2023-24	Yes

If your institution did not publish the textbooks and instructional materials list for all of the preceding five (5) academic years, please provide a brief explanation and identify activities to come into compliance.

Click or tap here to enter text.

19. Indicate whether the list of required and recommended textbooks for the preceding five (5) academic years included all of the required components by answering Yes or No.

Required Components	Yes/No
Course subject	Yes
Course number	Yes
Course title	Yes
Name of the instructor of the course	Yes
Title of each assigned textbook or instructional material	Yes
Each author of an assigned textbook or instructional material	Yes

If your institution did not include all of the required components, please provide a brief explanation and identify activities to come into compliance.

Click or tap here to enter text.

20. Please provide the URL where the five-year textbooks and instructional materials list(s) are posted.

<https://www.tsc.fl.edu/about/college/provost/textbook-affordability/>

Financial Aid Policies That Promote Affordability

21. Identify specific institutional financial aid policies or programs that promote affordability. Check all that apply.

- ☒ Targeted aid to students close to completing (including Last Mile)
- ☒ Targeted aid to students who were in need, but not eligible for Pell Grants
- ☒ Emergency student aid fund for students in emergency financial situations with unplanned costs
- ☒ Single online scholarship application management system for all institutional scholarships
- ☒ Partnerships with community-based organizations
- ☐ Other (please specify): [Click or tap here to enter text.](#)

Other Affordability Strategies

22. Provide any additional information about any innovative or new affordability strategies. Optional

The College offered its Eagles Rise program to graduating seniors from Title I high schools in the service area. The students received 6 hours of free tuition. Additionally, the college continues to expand its participation of students within its dual enrollment program through the implementation of alternative placement methods, increasing its emphasis on CTE courses and programs. In the last year, the college has seen a significant increase in dual enrollment. Students and parents benefit by reducing college debt and increasing retention and completion of post-secondary credits.

Also, the college continues to offer incentives for faculty to develop more Open Education Resources (OER) to reduce the cost of textbooks. The college offered a total of 827 sections of courses that utilized OER for 2024-2025. TSC saved students an estimated total of \$2,609,786 by utilizing OER for both the Fall 2024 and Spring 2025 semesters. The use of OER to encourage affordability is a strategic priority for the college. The goal remains to be 100% OER in high enrollment courses. The college is currently at 50% utilization for OER in high enrollment courses.

2024-2025 Sections Not Posted 45 Days Before the Start of Class

Campus	Term	Class Start Date	Course Prefix	Course ID	Section	First Section Adoption Received Date	Days Posted Before the Start of Class
TSC	Fall 2024	8/19/2024	ACG	2021	18	7/17/2024	33
TSC	Fall 2024	8/19/2024	ACG	2021	19	7/17/2024	33
TSC	Fall 2024	8/19/2024	ACG	2021	20	7/17/2024	33
TSC	Fall 2024	9/9/2024	ACG	2021	21	9/5/2024	4
TSC	Fall 2024	8/19/2024	ACG	2021	22	9/5/2024	-17
TSC	Fall 2024	8/19/2024	AMH	2020	62	8/14/2024	5
TSC	Fall 2024	8/19/2024	AMH	2020	64	8/14/2024	5
TSC	Fall 2024	8/19/2024	AMH	2020	65	8/14/2024	5
TSC	Fall 2024	8/19/2024	AMH	2020	66	8/14/2024	5
TSC	Fall 2024	8/19/2024	BOT	1000	5	7/17/2024	33
TSC	Fall 2024	8/19/2024	BSC	1005	30	7/17/2024	33
TSC	Fall 2024	8/19/2024	BSC	2010	24	8/14/2024	5
TSC	Fall 2024	8/19/2024	BSC	1005L	31	7/26/2024	24
TSC	Fall 2024	8/19/2024	BSC	1005L	32	7/26/2024	24
TSC	Fall 2024	8/19/2024	BSC	2085L	25	7/17/2024	33
TSC	Fall 2024	8/19/2024	BSC	2085L	26	7/17/2024	33
TSC	Fall 2024	8/19/2024	BSC	2085L	27	7/26/2024	24
TSC	Fall 2024	8/19/2024	BSC	2086L	13	7/17/2024	33
TSC	Fall 2024	8/19/2024	BUL	3310	1	7/22/2024	28
TSC	Fall 2024	9/9/2024	BUL	3310	2	9/5/2024	4
TSC	Fall 2024	8/19/2024	CAI	1001C	1	7/18/2024	32
TSC	Fall 2024	9/9/2024	CGS	1000	5	9/5/2024	4
TSC	Fall 2024	8/19/2024	CGS	2100	21	7/17/2024	33
TSC	Fall 2024	10/14/2024	CGS	2100	23	9/5/2024	39
TSC	Fall 2024	8/19/2024	CHM	1046L	6	7/17/2024	33
TSC	Fall 2024	8/19/2024	CHM	1046L	7	7/17/2024	33
TSC	Fall 2024	8/19/2024	CIS	2384	1	7/22/2024	28
TSC	Fall 2024	8/19/2024	COP	2220	7	8/20/2024	-1
TSC	Fall 2024	8/19/2024	DIG	1111	1	7/18/2024	32
TSC	Fall 2024	8/19/2024	DIG	1132	1	7/18/2024	32
TSC	Fall 2024	8/19/2024	DIG	1430	1	7/18/2024	32
TSC	Fall 2024	8/19/2024	DIG	1710	1	7/18/2024	32
TSC	Fall 2024	8/19/2024	ECO	2013	24	7/17/2024	33
TSC	Fall 2024	8/19/2024	ECO	2013	25	7/17/2024	33
TSC	Fall 2024	8/19/2024	ECO	2013	26	7/17/2024	33
TSC	Fall 2024	8/19/2024	ECO	2013	27	7/17/2024	33
TSC	Fall 2024	8/19/2024	ECO	2013	28	7/17/2024	33
TSC	Fall 2024	8/19/2024	ECO	2013	29	7/17/2024	33
TSC	Fall 2024	8/19/2024	ECO	2013	30	7/17/2024	33

2024-2025 Sections Not Posted 45 Days Before the Start of Class

Campus	Term	Class Start Date	Course Prefix	Course ID	Section	First Section Adoption Received Date	Days Posted Before the Start of Class
TSC	Fall 2024	8/19/2024	ECO	2013	31	8/14/2024	5
TSC	Fall 2024	9/9/2024	ECO	2013	32	9/5/2024	4
TSC	Fall 2024	10/14/2024	ECO	2013	33	9/16/2024	28
TSC	Fall 2024	9/9/2024	ECO	2023	19	8/20/2024	20
TSC	Fall 2024	8/19/2024	EDF	4236	1	7/22/2024	28
TSC	Fall 2024	8/19/2024	EDF	4236	2	7/22/2024	28
TSC	Fall 2024	8/19/2024	EDF	4236	2	7/22/2024	28
TSC	Fall 2024	8/19/2024	EMS	1119L	11	9/5/2024	-17
TSC	Fall 2024	8/19/2024	ENC	0022	7	8/14/2024	5
TSC	Fall 2024	8/19/2024	ENC	1101	138	7/24/2024	26
TSC	Fall 2024	8/19/2024	ENC	1101	139	8/14/2024	5
TSC	Fall 2024	8/19/2024	ENC	1101	140	8/20/2024	-1
TSC	Fall 2024	9/9/2024	ENC	1101	141	9/5/2024	4
TSC	Fall 2024	8/19/2024	ENC	1102	39	7/24/2024	26
TSC	Fall 2024	10/14/2024	ENC	1102	41	9/5/2024	39
TSC	Fall 2024	8/19/2024	ENC	1101C	3	8/14/2024	5
TSC	Fall 2024	8/19/2024	GEB	1011	15	8/14/2024	5
TSC	Fall 2024	10/14/2024	GEB	1011	16	9/5/2024	39
TSC	Fall 2024	10/14/2024	GEB	1011	17	9/11/2024	33
TSC	Fall 2024	8/19/2024	HFT	1000	1	7/17/2024	33
TSC	Fall 2024	8/19/2024	HSC	1100	12	7/31/2024	19
TSC	Fall 2024	8/19/2024	HSC	1171	12	7/17/2024	33
TSC	Fall 2024	8/19/2024	HSC	1171	13	7/31/2024	19
TSC	Fall 2024	8/19/2024	HSC	2531	7	8/14/2024	5
TSC	Fall 2024	8/19/2024	MAC	1105	56	7/17/2024	33
TSC	Fall 2024	8/19/2024	MAC	1105	57	7/17/2024	33
TSC	Fall 2024	8/19/2024	MAC	1105C	65	8/14/2024	5
TSC	Fall 2024	8/19/2024	MAC	1105C	66	8/14/2024	5
TSC	Fall 2024	8/19/2024	MAC	1105C	67	8/14/2024	5
TSC	Fall 2024	8/19/2024	MAN	4952	1	7/22/2024	28
TSC	Fall 2024	8/19/2024	MAR	2011	4	7/17/2024	33
TSC	Fall 2024	8/19/2024	MAT	1033	15	8/20/2024	-1
TSC	Fall 2024	8/19/2024	MGF	1107	13	8/9/2024	10

2024-2025 Sections Not Posted 45 Days Before the Start of Class

Campus	Term	Class Start Date	Course Prefix	Course ID	Section	First Section Adoption Received Date	Days Posted Before the Start of Class
TSC	Fall 2024	8/19/2024	MNA	2130	5	9/5/2024	-17
TSC	Fall 2024	8/19/2024	OCE	1001	11	7/17/2024	33
TSC	Fall 2024	9/9/2024	PGY	1800C	4	9/5/2024	4
TSC	Fall 2024	8/19/2024	PHI	2010	14	7/17/2024	33
TSC	Fall 2024	8/19/2024	PHI	2010	15	7/17/2024	33
TSC	Fall 2024	8/19/2024	PHI	2010	16	7/17/2024	33
TSC	Fall 2024	8/19/2024	PHI	2010	17	7/17/2024	33
TSC	Fall 2024	8/19/2024	PHI	2010	18	7/17/2024	33
TSC	Fall 2024	8/19/2024	PHI	2600	8	7/17/2024	33
TSC	Fall 2024	8/19/2024	PHI	2600	9	7/17/2024	33
TSC	Fall 2024	8/19/2024	PHI	2600	10	7/17/2024	33
TSC	Fall 2024	8/19/2024	POS	1041	43	7/17/2024	33
TSC	Fall 2024	8/19/2024	POS	1041	44	7/17/2024	33
TSC	Fall 2024	8/19/2024	POS	1041	46	7/17/2024	33
TSC	Fall 2024	8/19/2024	POS	1041	47	7/17/2024	33
TSC	Fall 2024	8/19/2024	POS	1041	52	7/17/2024	33
TSC	Fall 2024	10/14/2024	POS	1041	53	10/4/2024	10
TSC	Fall 2024	10/14/2024	POS	2949	1	9/25/2024	19
TSC	Fall 2024	8/19/2024	PSY	2012	36	7/17/2024	33
TSC	Fall 2024	8/19/2024	PSY	2012	37	7/17/2024	33
TSC	Fall 2024	8/19/2024	PSY	2012	38	7/17/2024	33
TSC	Fall 2024	8/19/2024	PSY	2012	39	7/17/2024	33
TSC	Fall 2024	8/19/2024	PSY	2012	40	7/17/2024	33
TSC	Fall 2024	8/19/2024	PSY	2012	41	7/17/2024	33
TSC	Fall 2024	8/19/2024	PSY	2012	42	7/17/2024	33
TSC	Fall 2024	8/19/2024	PSY	2012	43	8/14/2024	5
TSC	Fall 2024	8/19/2024	PSY	2012	46	8/14/2024	5
TSC	Fall 2024	8/19/2024	PSY	2012	48	8/14/2024	5
TSC	Fall 2024	8/19/2024	PSY	2012	49	8/14/2024	5
TSC	Fall 2024	8/19/2024	PSY	2012	50	8/14/2024	5
TSC	Fall 2024	8/19/2024	QMB	3250	1	7/22/2024	28
TSC	Fall 2024	9/9/2024	SBM	2000	4	9/5/2024	4
TSC	Fall 2024	8/19/2024	SLS	1510	83	7/17/2024	33
TSC	Fall 2024	8/19/2024	SLS	1510	84	7/17/2024	33
TSC	Fall 2024	8/19/2024	SLS	1510	85	7/17/2024	33
TSC	Fall 2024	8/19/2024	SLS	1510	86	7/17/2024	33
TSC	Fall 2024	8/19/2024	SLS	1510	88	8/20/2024	-1
TSC	Fall 2024	8/19/2024	SLS	2261	30	7/17/2024	33
TSC	Fall 2024	8/19/2024	SLS	2261	31	7/17/2024	33

2024-2025 Sections Not Posted 45 Days Before the Start of Class

Campus	Term	Class Start Date	Course Prefix	Course ID	Section	First Section Adoption Received Date	Days Posted Before the Start of Class
TSC	Fall 2024	8/19/2024	SLS	2261	33	7/17/2024	33
TSC	Fall 2024	8/19/2024	SLS	2261	34	7/17/2024	33
TSC	Fall 2024	8/19/2024	SPC	2512	1	8/14/2024	5
TSC	Fall 2024	8/19/2024	SPC	2608	22	7/17/2024	33
TSC	Fall 2024	8/19/2024	SPC	2608	23	7/17/2024	33
TSC	Fall 2024	8/19/2024	SPC	2608	24	7/17/2024	33
TSC	Fall 2024	8/19/2024	SPC	2608	25	7/17/2024	33
TSC	Fall 2024	8/19/2024	SPC	2608	26	7/17/2024	33
TSC	Fall 2024	8/19/2024	SPC	2608	27	7/17/2024	33
TSC	Fall 2024	8/19/2024	SPC	2608	28	7/17/2024	33
TSC	Fall 2024	8/19/2024	SPC	2608	29	7/17/2024	33
TSC	Fall 2024	8/19/2024	SPC	2608	30	7/17/2024	33
TSC	Fall 2024	8/19/2024	SPC	2608	31	7/17/2024	33
TSC	Fall 2024	8/19/2024	SPC	2608	32	9/5/2024	-17
TSC	Fall 2024	8/19/2024	SPC	2608	33	9/5/2024	-17
TSC	Fall 2024	8/19/2024	SPN	1120	12	7/17/2024	33
TSC	Fall 2024	8/19/2024	SPN	1120	13	8/14/2024	5
TSC	Fall 2024	10/14/2024	SPN	1120	14	9/5/2024	39
TSC	Fall 2024	8/19/2024	SPN	1121	8	7/17/2024	33
TSC	Fall 2024	10/14/2024	SPN	1121	9	9/5/2024	39
TSC	Fall 2024	8/19/2024	STS	2323L	4	8/14/2024	5
TSC	Fall 2024	8/19/2024	SYG	1000	11	7/17/2024	33
TSC	Fall 2024	8/19/2024	SYG	1000	12	7/17/2024	33
TSC	Fall 2024	8/19/2024	SYG	1000	13	7/17/2024	33
TSC	Fall 2024	8/19/2024	SYG	1000	14	7/17/2024	33
TSC	Fall 2024	8/19/2024	SYG	1000	15	7/17/2024	33
TSC	Fall 2024	8/19/2024	TRA	2010	1	8/23/2024	-4

2024-2025 Sections Not Posted 45 Days Before the Start of Class

[illegible]

2024-2025 Sections Not Posted 45 Days Before the Start of Class

[illegible]

2024-2025 Sections Not Posted 45 Days Before the Start of Class

[illegible]

2024-2025 Sections Not Posted 45 Days Before the Start of Class

[illegible]

September 15, 2025

M E M O R A N D U M

TO: Jim Murdaugh, Ph.D.
President

FROM: Barbara Wills, Ph.D.
Vice President for Administrative Services and Chief Business Officer

SUBJECT: Fund Analysis - August

Item Description

This item is to provide the Board a summary of the College's operating revenues and expenses as of 8/31/2025.

Overview and Background

As directed in the Florida College System Accounting Manual, revenues from state appropriations, student tuition and fees, interest earned, and other contributions are recorded and monitored in the College's operating fund (fund 1). Expenditures for direct instruction expenses are also recorded in the operating fund.

In accordance with Florida Statutes (1011.01), the Board of Trustees must approve the College's operating fund budget each fiscal year. The College monitors the operating fund activity to ensure approved budget limits are maintained. Additionally, the Board has requested a report of all purchases over \$100,000, but less than \$325,000. The report for the months of July and August is attached to this item.

Past Actions by the Board

For information only, no Board action required.

Funding/ Financial Implications

The College continues to be in sound financial condition.

Recommended Action

For information only, no Board action required.

Tallahassee State College Fund Analysis
Unrestricted Current Fund
As of August 30, 2025

REVENUE	August Actual	Month Budget	YTD Actual	YTD Budget	Annual Budget	% of YTD Budget
Student Fees	\$ 1,858,389	\$ 2,661,291.50	\$ 13,517,365	\$ 5,322,583	\$ 31,935,498	42%
State Support	3,292,461	3,869,324	7,389,378	7,738,648	46,431,887	16%
Federal Support	24,438	62,500	75,487	125,000	750,000	10%
Other Revenue	156,866	41,667	277,301	83,333	500,000	55%
TOTAL REVENUE	5,332,154	6,634,782	21,259,531	13,269,564	79,617,385	27%
EXPENSES	August Actual	Month Budget	YTD Actual	YTD Budget	Annual Budget	% of YTD Expenses
<u>PERSONNEL COSTS</u>						
Administrative	288,466	291,667	573,267	583,333	3,500,000	16%
Instructional	1,192,706	1,333,333	2,740,862	2,666,667	16,000,000	17%
Non-Instructional	1,638,765	1,541,667	3,238,371	3,083,333	18,500,000	18%
OPS	368,069	625,000	744,601	1,250,000	7,500,000	10%
Personnel Benefits	1,401,821	1,259,782	2,714,573	2,519,564	15,117,385	18%
TOTAL PERSONNEL COSTS	4,889,827	5,051,449	10,011,674	10,102,898	60,617,385	17%
<u>CURRENT EXPENSES</u>						
Services	514,697	358,333	729,908	716,667	4,300,000	17%
Material & Supplies	219,378	283,333	624,852	566,667	3,400,000	18%
Other Current Charges	1,010,970	775,000	2,169,934	1,550,000	9,300,000	23%
TOTAL CURRENT EXPENSES	1,745,045	1,416,667	3,524,694	2,833,333	17,000,000	21%
CAPITAL OUTLAY	-	166,667	-	333,333	2,000,000	0%
TOTAL EXPENSES	\$ 6,634,872	\$ 6,634,782	\$ 13,536,368	\$ 13,269,564	\$ 79,617,385	17%

Purchase Orders from \$100,000 to \$324,999 +					
Issued in July & August 2025					
Purchase Order	Date Issued	Supplier	Total PO Amount	Description	Approval/Exemption
PO-023546	7/3/2025	SHI	259,982.24	MicroSoft License Renewal.	NASPO Software Value Added Reseller (SVAR) Contract #: CTR 060028
PO-023578	7/9/2025	City of Tallahassee - Utilities	162,500.00	Utilities for Ghazvini Center for Healthcare Education.	Exemption per FAC 6A-14.0734 (2)(e) - Services or commodities available only from a single or sole.
PO-023598	7/9/2025	Dell Marketing, L.P.	144,338.04	Procurement of 127 OptiPlex PCs.	State Contract 23026/43210000-23 NAPSO-ACS
PO-023601	7/10/2025	Hyland Software, Inc.	152,578.46	Subscription and hosting fees fr digital documentation.	Exemption per FAC 6A-14.0734 (2)(g) - Information technology resources defined as all forms of technology used to create, process, store, and use information in various forms of voice, video and data, that provide direct information technology support consistent with each individual college's information technology plan.
PO-023663	7/15/2025	Architects: Lewis + Whitlock, PA	281,930.00	Professional services for renovations in Centre Building.	TCC RFQ 2022-11 Recommendation for Architectural Services; Approved at 1/17/23 BOT Meeting.
PO-023678	7/16/2025	Astro Travel and Tours, Inc.	135,000.00	Transportation Services for Athletics and other College activities.	Solicitation via FSU's ITN 6503-6 (June 2023).
PO-023734	7/21/2025	Talquin Electric Cooperative	243,000.00	Utilities for FPSI operations.	Exemption per FAC 6A-14.0734 (2)(e) - Services or commodities available only from a single or sole.
PO-023786	7/23/2025	CDW Government LLC	210,671.30	Procurement of 140 MicroSoft Surface Laptops for TCA.	Florida Technology Refresh Program -27595
PO-023793	7/23/2025	Mannington Commerical	108,855.25	Library flooring replacement.	State Contract - 30161700-24-SRCWL-ACS
PO-023809	7/24/2025	Department of Management Services	100,000.00	Communication services for the College.	Exemption per FAC 6A-14.0734 (2)(e) - Services or commodities available only from a single or sole.
PO-023818	7/24/2025	Cheney Brothers Inc.	215,000.00	Food for FPSI cafeteria.	Exemption per FAC 6A-14.0734 (2)(d) - Food.
PO-023831	7/25/2025	Ben Keith Company	110,000.00	Food for FPSI cafeteria.	Exemption per FAC 6A-14.0734 (2)(d) - Food.
PO-023845	7/28/2025	Building Hope Services LLC	115,495.00	Strategic support of Tallahassee Collegiate Academy for the Charter Schools Program.	2 CFR 200.320 (c) (4) Noncompetitive Procurement: The recipient requests to use a noncompetitive procurement method, and the Federal agency or pass-through entity provides written approval.
PO-023858	7/29/2025	Southern Forestry Consultants, Inc.	101,500.00	Reforestation services for FPSI property.	Exemption per FAC 6A-14.0734 (2)(f) - Professional services, including, but not limited to, artistic services, instructional services, health services, academic program reviews, lectures by individuals, attorneys, legal services, auditors, and management consultants.
PO-023875	7/30/2025	Miller Electric Company	144,042.80	Procurement and installation of AV equipment for Makerspace Project.	Federal Contract - GSA Schedule-47QDHA23D0014

Purchase Order	Date Issued	Supplier	Total PO Amount	Description	Approval/Exemption
PO-023968	8/11/2025	DocuSign, Inc.	120,000.00	Electronic signature services for various College documents.	Exemption per FAC 6A-14.0734 (2)(g) - Information technology resources defined as all forms of technology used to create, process, store, and use information in various forms of voice, video and data, that provide direct information technology support consistent with each individual college's information technology plan.
PO-024031	8/19/2025	TeamDynamix Solutions	128,717.37	Annual site license for project and portfolio management; includes IT service management capabilities.	Exemption per FAC 6A-14.0734 (2)(g) - Information technology resources defined as all forms of technology used to create, process, store, and use information in various forms of voice, video and data, that provide direct information technology support consistent with each individual college's information technology plan.
PO-024119	8/28/2025	Livingstone Schools, Inc dba Florida Trade Academy	107,700.00	Delivery of instructional services for welding, building technologies, and culinary arts within residential facilities towards pre-apprenticeships credentials.	Exemption per FAC 6A-14.0734 (2)(f) - Professional services, including, but not limited to, artistic services, instructional services, health services, academic program reviews, lectures by individuals, attorneys, legal services, auditors, and management consultants.
PO-024120	8/28/2025	GovSphere, Inc.	129,645.60	Delivery of a basic youth construction training program to qualify and prepare students for the national examination for industry certifications.	Exemption per FAC 6A-14.0734 (2)(f) - Professional services, including, but not limited to, artistic services, instructional services, health services, academic program reviews, lectures by individuals, attorneys, legal services, auditors, and management consultants.
PO-024131	8/29/2025	Probo Medical LLC	199,900.00	Equipment for healthcare programs (grant funded).	Exemption per FAC 6A-14.0734 (2)(a) Educational tests, textbooks, instructional materials and equipment, films, filmstrips, video tapes, disc or tape recordings or similar audio-visual materials, graphic and computer based instructional software.

September 15, 2025

M E M O R A N D U M

TO: Jim Murdaugh, Ph.D.
President

FROM: Barbara Wills, Ph.D.
Vice President for Administrative Services and Chief Business Officer

SUBJECT: Direct Support Organization Audit Reports

Item Description

This item presents the most recent financial audit reports of the direct support organizations (DSO) affiliated with the College for the Board's review.

Overview and Background

Per Florida Statutes 1004.70(6), the College's DSOs must be audited annually and the results be submitted to the Board for review. For the fiscal year ending March 31, 2025, audits were completed for both the Tallahassee State College Foundation, Inc. and the Public Safety Academy Housing, Inc.

Past Actions by the Board

The Board last reviewed the audited financial statements for these DSOs at the September 16, 2024 meeting.

Funding/ Financial Implications

No funding requirements.

Recommended Action

For information only, no Board action required.

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.

FINANCIAL STATEMENTS

MARCH 31, 2025 AND 2024

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
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MARCH 31, 2025 AND 2024

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors,
Tallahassee State College Foundation, Inc.:

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Tallahassee State College Foundation, Inc. (the Foundation), a component unit of Tallahassee State College (the College), which comprise the statements of financial position as of March 31, 2025 and 2024, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as of March 31, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards* (GAS), issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Foundation and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America; and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern for one year after the date that the financial statements are issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and GAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually, or in the aggregate, they would influence the judgement made by a reasonable user based on the financial statements.

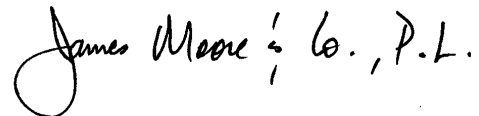
In performing an audit in accordance with GAAS and GAS, we:

- Exercise professional judgement and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgement, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated July 29, 2025, on our consideration of the Foundation's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Foundation's internal control over financial reporting and compliance.



Tallahassee, Florida
July 29, 2025

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
STATEMENTS OF FINANCIAL POSITION
MARCH 31, 2025 AND 2024

	<u>2025</u>	<u>2024</u>
<u>ASSETS</u>		
Current assets		
Cash and cash equivalents	\$ 140,030	\$ 41,701
Investments	2,031,462	1,353,012
Contributions receivable, current portion (net)	321,155	268,031
Total current assets	<u>2,492,647</u>	<u>1,662,744</u>
Noncurrent assets		
Cash and cash equivalents for endowments	829,282	592,922
Investment endowments	23,047,846	21,035,376
Contributions receivable, noncurrent portion (net)	390,930	487,370
Land held for sale	-	410,000
Total noncurrent assets	<u>24,268,058</u>	<u>22,525,668</u>
Total Assets	<u><u>\$ 26,760,705</u></u>	<u><u>\$ 24,188,412</u></u>
<u>LIABILITIES AND NET ASSETS</u>		
Current liabilities		
Accounts payable and accrued expenses	\$ 329,480	\$ 317,264
Total current liabilities	<u>329,480</u>	<u>317,264</u>
Total liabilities	<u>329,480</u>	<u>317,264</u>
Net assets		
Without donor restrictions	2,172,383	2,098,515
With donor restrictions	24,258,842	21,772,633
Total net assets	<u>26,431,225</u>	<u>23,871,148</u>
Total Liabilities and Net Assets	<u><u>\$ 26,760,705</u></u>	<u><u>\$ 24,188,412</u></u>

The accompanying notes to the financial statements
are an integral part of these statements.

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
STATEMENTS OF ACTIVITIES
FOR THE YEARS ENDED MARCH 31, 2025 AND 2024

	2025			2024		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Support and revenues						
Private contributions	\$ 37,945	\$ 2,242,703	\$ 2,280,648	\$ 476,750	\$ 888,468	\$ 1,365,218
In-kind contributions	885,589	-	885,589	681,017	-	681,017
Investment income, net	55,154	1,309,432	1,364,586	122,247	3,346,994	3,469,241
Special events	773,294	-	773,294	453,705	-	453,705
Miscellaneous	32,362	-	32,362	30,588	10,000	40,588
Net assets released from restrictions:						
Satisfaction of program and time restrictions	1,487,624	(1,487,624)	-	1,491,076	(1,491,076)	-
Reclassification between net asset classes	(421,698)	421,698	-	(110,391)	110,391	-
Total support and revenues	2,850,270	2,486,209	5,336,479	3,144,992	2,864,777	6,009,769
Expenses						
Program services - educational activities	1,395,200	-	1,395,200	1,530,652	-	1,530,652
General and administrative	491,145	-	491,145	340,315	-	340,315
Development activities	890,057	-	890,057	750,070	-	750,070
Total expenses	2,776,402	-	2,776,402	2,621,037	-	2,621,037
Increase in net assets	73,868	2,486,209	2,560,077	523,955	2,864,777	3,388,732
Net assets, beginning of year	2,098,515	21,772,633	23,871,148	1,574,560	18,907,856	20,482,416
Net assets, end of year	<u>\$ 2,172,383</u>	<u>\$ 24,258,842</u>	<u>\$ 26,431,225</u>	<u>\$ 2,098,515</u>	<u>\$ 21,772,633</u>	<u>\$ 23,871,148</u>

The accompanying notes to the financial statements
are an integral part of these statements.

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED MARCH 31, 2025

	Educational Activities	General and Administrative	Development Activities	Total
Scholarships	\$ 802,078	\$ 3,278	\$ -	\$ 805,356
In-kind personnel services	103,496	151,239	343,545	598,280
Contract services	14,681	133,901	212,639	361,221
Academic and athletic support	256,456	5,686	-	262,142
Provision for credit losses	-	-	37,610	37,610
Hospitality and events	36,370	62,601	66,955	165,926
Materials and supplies	46,187	11,079	42,234	99,500
Professional fees	-	21,600	-	21,600
Honoraria and awards	29,049	15,625	8,474	53,148
Travel	1,075	1,736	2,518	5,329
Advertising	556	39,616	326	40,498
Printing and postage	3,171	5,195	5,072	13,438
Bank fees	-	-	8,112	8,112
Meetings	-	5,105	1,335	6,440
Licenses	-	97	-	97
Insurance	-	5,652	403	6,055
Dues and subscriptions	199	2,898	70	3,167
Miscellaneous	1,405	-	-	1,405
In-kind office supplies	78,418	20,165	125,469	224,052
In-kind office space	22,059	5,672	35,295	63,026
Total expenses	\$ 1,395,200	\$ 491,145	\$ 890,057	\$ 2,776,402

The accompanying notes to the financial statements
are an integral part of this statement.

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED MARCH 31, 2024

	Educational Activities	General and Administrative	Development Activities	Total
Scholarships	\$ 770,280	\$ -	\$ 1,275	\$ 771,555
In-kind personnel services	328,300	86,998	76,772	492,070
Contract services	18,028	79,218	237,093	334,339
Academic and athletic support	206,752	850	23,133	230,735
Provision for credit losses	-	-	225,426	225,426
Hospitality and events	13,930	43,818	68,387	126,135
Materials and supplies	37,988	4,129	35,172	77,289
Professional fees	-	18,000	-	18,000
Honoraria and awards	37,766	796	13,824	52,386
Travel	799	8,776	3,084	12,659
Advertising	5,217	11,624	6,769	23,610
Printing and postage	306	10,936	10,433	21,675
Bank fees	-	-	15,381	15,381
Meetings	4,593	7,927	1,611	14,131
Licenses	-	13,000	-	13,000
Insurance	-	10,026	-	10,026
Training	2,740	2,184	-	4,924
Dues and subscriptions	144	1,565	40	1,749
In-kind office supplies	60,920	23,749	18,586	103,255
In-kind office space	42,889	16,719	13,084	72,692
Total expenses	\$ 1,530,652	\$ 340,315	\$ 750,070	\$ 2,621,037

The accompanying notes to the financial statements
are an integral part of this statement.

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED MARCH 31, 2025 AND 2024

	<u>2025</u>	<u>2024</u>
Cash flows from operating activities		
Cash received from contributors and others	\$ 1,765,026	\$ 1,088,445
Cash received from interest and dividends	499,470	466,617
Cash paid for scholarships and suppliers	<u>(1,878,597)</u>	<u>(1,732,161)</u>
Net cash provided by (used in) operating activities	<u>385,899</u>	<u>(177,099)</u>
Cash flows from investing activities		
Purchases of investments	(1,494,997)	(361,994)
Sales of investments	102,958	138,780
Proceeds from sale of land held for investment	400,000	-
Net cash provided by (used in) investing activities	<u>(992,039)</u>	<u>(223,214)</u>
Cash flows from financing activities		
Contributions restricted for endowments	940,829	374,156
Increase (decrease) in cash, cash equivalents, and restricted cash	<u>334,689</u>	<u>(26,157)</u>
Cash, cash equivalents, and restricted cash, beginning of year	634,623	660,780
Cash, cash equivalents, and restricted cash, end of year	<u><u>\$ 969,312</u></u>	<u><u>\$ 634,623</u></u>
Reconciliation of increase in net assets to net cash provided by (used in) operating activities		
Increase in net assets	<u>\$ 2,560,077</u>	<u>\$ 3,388,732</u>
Adjustments to reconcile increase in net assets to net cash provided by (used in) operating activities:		
Realized and unrealized (gain) loss on investments	(1,288,881)	(3,468,561)
(Increase) decrease in:		
Contributions receivable	43,316	69,027
Increase (decrease) in:		
Accounts payable and accrued expenses	12,216	207,859
Contributions restricted for endowments	<u>(940,829)</u>	<u>(374,156)</u>
Total adjustments	<u>(2,174,178)</u>	<u>(3,565,831)</u>
Net cash provided by (used in) operating activities	<u><u>\$ 385,899</u></u>	<u><u>\$ (177,099)</u></u>

The accompanying notes to the financial statements
are an integral part of these statements.

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2025 AND 2024

(1) Summary of Significant Accounting Policies:

(a) **Nature of organization**—Tallahassee State College Foundation, Inc. (the Foundation) was incorporated on February 23, 1981, as a Florida non-profit corporation under the provisions of 1004.70 Florida Statutes – Florida College System institution direct-support organizations. The Foundation was organized to aid the advancement of Tallahassee State College (the College) and to support attending students by means of academic scholarships and student loans. The Foundation receives revenue primarily from private contributions, donated services from the College, fund raising events, and earnings from its managed investment pools.

(b) **Basis of presentation and classification of net assets**—The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP). Net assets and revenues, expenses, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the Foundation's net assets and changes thereto are classified and reported as follows:

Net assets without donor restrictions - consists of amounts that are available for use in carrying out the supporting activities of the Foundation and are not subject to donor-imposed stipulations.

Net assets with donor restrictions - consists of amounts that are available for the purposes restricted by donors and grantors, a time restriction, or to be held in perpetuity with earnings restricted for a specific purpose. When a restriction is satisfied, the associated amount is reclassified from net assets with donor restrictions to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

(c) **Income taxes**—The Foundation is exempt from income taxes on income from related activities under Section 501(c)(3) of the U.S. Internal Revenue Code and corresponding state tax law. Accordingly, no provision has been made for federal or state income taxes. Additionally, the Foundation has been determined not to be a private foundation under Section 509(a) of the Internal Revenue Code. The Foundation is subject to federal and state income tax on income from unrelated business activities, if any; however, management has determined that no material unrelated-business taxable income was generated for the years presented. The Foundation's federal information returns (Forms 990) for the preceding three fiscal years remain subject to examination by the Internal Revenue Service, but not such examinations have occurred.

(d) **Advertising costs**—The Foundation expenses advertising costs as incurred.

(e) **Investments and fair value measurements**—The Foundation records investment purchases at cost, or if donated, at fair value on the date of donation. Thereafter, investments are reported at their fair values in the statement of financial position (see Note 7). Net investment return/(loss) is reported in the statement of activities and consists of interest and dividend income, realized and unrealized capital gains and losses, less external and direct internal investment expenses. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

(f) **Use of estimates**—The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2025 AND 2024

(1) **Summary of Significant Accounting Policies:** (Continued)

(g) **Cash, cash equivalents, and restricted cash**—The Foundation considers cash and highly liquid financial instruments with original maturities of three months or less, which are neither held for nor restricted by donors for long-term purposes, to be cash and cash equivalents. Cash and highly liquid financial instruments restricted for long-term purposes are excluded from this definition. Cash equivalents include investments in a government money market fund that is highly liquid and readily available for use.

The following table provides a reconciliation of cash, cash equivalents, and restricted cash reported within the statement of financial position to the sum of the corresponding amounts within the statement of cash flows:

	<u>2025</u>	<u>2024</u>
Cash and cash equivalents	\$ 140,030	\$ 41,701
Cash restricted for endowment purposes	829,282	592,922
	<u>\$ 969,312</u>	<u>\$ 634,623</u>

(h) **Contributions receivable**—Unconditional promises to give (contributions receivable) that are expected to be collected within one year are recorded at net realizable value. Conditional promises to give are not recognized until the conditions are substantially met. Unconditional promises to give expected to be collected in future years are initially recorded at fair value using present value techniques incorporating risk-adjusted discount rates designed to reflect the assumptions market participants would use in pricing the asset. In subsequent years, amortization of the discounts is included in contribution revenue in the statement of activities. The allowance for uncollectable promises to give is based on historical experience, an assessment of economic conditions, and a review of subsequent collections. The Foundation considers a contribution to be past due once it exceeds 90 days past the scheduled due date. No interest is charged on past-due balances. Promises to give are written off when deemed uncollectable.

(i) **Contributed services and facilities**—The Foundation recognizes contributed services and facilities as support and corresponding expenses in the accompanying financial statements if the services received (a) create or enhance nonfinancial assets, or (b) require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation.

The College provides the Foundation with donated personnel, office space, and supplies. The value of donated personnel includes salaries and benefits for administrative staff and other services that meet the criteria for recognition under U.S. GAAP. Donated facilities represent the fair value of office space and supplies provided for Foundation operations.

The estimated value of these in-kind contributions is determined based on the College's actual cost of services and prevailing market rates for comparable space, materials, and labor, and is recorded as in-kind contribution revenue and as functional expenses in the statements of functional expenses.

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2025 AND 2024

(1) **Summary of Significant Accounting Policies:** (Continued)

(j) **Functional allocation of expenses**—The costs of providing various programs and other activities have been summarized on a functional basis in the statements of activities. In-kind salaries and benefits provided by the College are allocated based on management's estimate of time and effort. All other expenses are recorded based on the nature of the expense directly related to the functional category.

(k) **Reclassifications**—Certain items on the prior year statement of activities have been reclassified to conform to the current year's presentation. There was no impact on net assets.

(2) **Related Party Transactions:**

Personnel and certain facility costs are provided to the Foundation by the College. For the years ended March 31, 2025 and 2024, the Foundation has recorded these donated services at \$598,280 and \$492,070 for personnel services, \$63,026 and \$62,142 for facility costs, and \$224,052 and \$113,805 for other office expenses, respectively. The Foundation owed \$309,034 and \$284,049 to the College for scholarships at March 31, 2025 and 2024.

In addition, during the years ending March 31, 2025 and 2024, the Foundation utilized the services of vendors owned by board members in the amount of \$13,746 and \$12,791, respectively.

(3) **Contributions Receivable:**

Contributions receivable consist of unconditional promises to give for the Foundation's Major Gifts Campaign and College Employee Giving Program. The present value of estimated future cash flows have been calculated using a discount rate of 3.96% and 4.21%, after providing for collection losses for the years ended March 31, 2025 and 2024, respectively. A summary of contributions to be collected follows:

	<u>2025</u>	<u>2024</u>
In one year or less	\$ 321,155	\$ 268,031
Between one year and five years	418,185	781,924
More than five years	<u>214,445</u>	<u>305,000</u>
	953,785	1,049,955
Less:		
Allowance for collection losses	(36,610)	(38,488)
Discounts for time-value of money	<u>(205,090)</u>	<u>(256,066)</u>
	<u>\$ 712,085</u>	<u>\$ 755,401</u>

The Foundation is the beneficiary of conditional promises to give. A conditional promise requires a future event to take place before the promise becomes binding on the donor. Typically, the Foundation has no control over the required event. As of March 31, 2025 and 2024, the Foundation was the beneficiary of various promises to give that did not meet recognition criteria of approximately \$4,135,500 and \$3,822,400, respectively. No receivable has been recorded and no contribution revenue has been recognized for these conditional pledges.

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2025 AND 2024

(4) Investments:

The following are the major types of investments held by the Foundation at March 31, 2025 and 2024:

	<u>2025</u>	<u>2024</u>
Investment pool	\$ 23,047,846	\$ 21,035,376
Land held for sale	-	410,000
Bond mutual and exchange traded funds	2,031,462	1,353,012
	<u>\$ 25,079,308</u>	<u>\$ 22,798,388</u>

March 31, 2025

The investment pool consists of 92.8% in mutual funds and exchange traded funds (ETFs), 1.9% in alternative investment funds, and 5.3% in demand deposits.

March 31, 2024

The investment pool consists of 97.7% in mutual funds and ETFs, 2.3% in alternative investment funds, and less than 1% in demand deposits.

The investment return, which is included in revenue and support as a component of investment income, is composed of the following for the years ended March 31, 2025 and 2024:

	<u>2025</u>	<u>2024</u>
Interest and dividends	\$ 537,669	\$ 514,727
Net realized gain (loss) on investments	22,721	17,240
Net unrealized gain (loss) on investments	871,590	2,984,704
Investment fees	(57,394)	(47,430)
Total investment return	<u>\$ 1,364,586</u>	<u>\$ 3,469,241</u>

(5) Commitments:

As of March 31, 2024, the Foundation maintained programmatic grant commitments to the College totaling \$99,500, representing a conditional promise to give contingent upon the College's fulfillment of specified donor or grantor restrictions. There were no such conditional commitments outstanding as of March 31, 2025.

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2025 AND 2024

(6) Fair Value Measurements:

FASB guidance establishes a fair value hierarchy which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value.

The guidance describes three levels of inputs that may be used to measure fair value:

- Level 1: Quoted prices (unadjusted) for identical assets or liabilities in active markets that the Foundation has the ability to access as of the measurement date. The fair values of debt and equity investments that are readily marketable are determined by obtaining quoted prices from nationally recognized securities exchanges.
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset, either directly or indirectly. These include quoted prices for similar assets in active markets, quoted prices for identical or similar assets in markets that are not active, inputs other than quoted prices that are observable for the asset, and market-corroborated inputs.
- Level 3: Unobservable inputs for the asset. In these situations, we develop inputs using the best information available in the circumstances.

In some cases, the inputs used to measure the fair value of an asset might be categorized within different levels of the fair value hierarchy. In those cases, the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement. Assessing the significance of a particular input to entire measurement requires judgment, taking into account factors specific to the asset. The categorization of an asset within the hierarchy is based upon the pricing transparency of the asset and does not necessarily correspond to our assessment of the quality, risk, or liquidity profile of the asset.

As of March 31, 2024, the Foundation held land for sale measured at fair value using Level 2 inputs, namely independent market appraisals. The land was sold during the year ended March 31, 2025.

The Foundation holds an investment in a private equity fund managed measured at fair value using the net asset value (NAV) per share (or its equivalent) as a practical expedient. The NAV is provided by the fund manager and is based on the fair value of the underlying investments held by the fund. Because this investment is valued using NAV as a practical expedient, it is not classified within the fair value hierarchy. This private equity fund is a diversified investment vehicle that seeks to generate long-term capital appreciation by investing in a portfolio of private equity funds and co-investments. The fund targets a mix of buyout, growth equity, and opportunistic strategies across multiple sectors and geographies, with an emphasis on middle-market and lower-middle-market managers. Investments are made through a combination of primary fund commitments, secondary purchases, and direct co-investments, with a focus on generating attractive risk-adjusted returns through manager selection and portfolio construction. Redemptions are not permitted. The fund distributes proceeds upon the liquidation of underlying investments at the discretion of the general partner. As of March 31, 2025, the Foundation had immaterial unfunded commitments related to this fund. These commitments are not expected to have a significant impact on liquidity or future cash flows.

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2025 AND 2024

(6) Fair Value Measurements: (Continued)

Fair Value Measurements as of				
March 31, 2025				
	Level 1	Level 2	Level 3	Total
Investments restricted for endowment purposes				
Fixed rate commercial paper	\$ 1,217,811	\$ -	\$ -	\$ 1,217,811
Domestic equity securities	12,240,611	-	-	12,240,611
International equity securities	6,930,531	-	-	6,930,531
Domestic bond mutual funds and ETFs	1,195,385	-	-	1,195,385
International bond mutual funds	1,035,510	-	-	1,035,510
Subtotal of investments within fair value hierarchy	22,619,848	-	-	22,619,848
Private equity fund (NAV practical expedient)	-	-	-	427,998
Total investments restricted for endowment purposes	22,619,848	-	-	23,047,846
Non-endowed investments				
Equity mutual funds	476,061	-	-	476,061
Bond mutual funds and ETFs	1,011,386	-	-	1,011,386
Commercial paper and notes	544,015	-	-	544,015
Total non-endowed investments	2,031,462	-	-	2,031,462
Total assets at fair value within hierarchy	24,651,310	-	-	24,651,310
Private equity fund (NAV practical expedient)	-	-	-	427,998
Total assets at fair value	\$ 24,651,310	\$ -	\$ -	\$ 25,079,308

Fair Value Measurements as of				
March 31, 2024				
	Level 1	Level 2	Level 3	Total
Investments restricted for endowment purposes				
Domestic equity securities	\$ 11,175,516	\$ -	\$ -	\$ 11,175,516
International equity securities	6,514,665	-	-	6,514,665
Domestic bond mutual funds and ETFs	1,999,353	-	-	1,999,353
International bond mutual funds	853,103	-	-	853,103
Subtotal of investments within fair value hierarchy	20,542,637	-	-	20,542,637
Private equity fund (NAV practical expedient)	-	-	-	492,740
Total investments restricted for endowment purposes	20,542,637	-	-	21,035,377
Non-endowed investments				
Equity mutual funds	338,585	-	-	338,585
Bond mutual funds and ETFs	1,014,426	-	-	1,014,426
Total non-endowed investments	1,353,011	-	-	1,353,011
Nonfinancial assets				
Land held for sale	-	410,000	-	410,000
Total assets at fair value within hierarchy	21,895,648	410,000	-	22,305,648
Private equity fund (NAV practical expedient)	-	-	-	492,740
Total assets at fair value	\$ 21,895,648	\$ 410,000	\$ -	\$ 22,798,388

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2025 AND 2024

(7) Endowments:

The Foundation's endowments consist of one hundred seventy-six (178) donor restricted funds. As required by generally accepted accounting principles, net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions. Donor-restricted endowments are classified as net assets with donor restrictions.

Interpretation of Relevant Law—Florida has adopted the Uniform Prudent Management of Institutional Funds Act (UPMIFA), which became effective on July 1, 2012. Unless a donor imposes a restriction to the contrary, all endowment funds at the Foundation adhere to the spending policy adopted by the Foundation's Board of Directors. Although UPMIFA does not preclude the Foundation from spending below the original gift value of donor-restricted endowments, the Foundation considers a fund to be "underwater" if the fair value of the fund is less than the sum of (a) the original value of initial and subsequent gift amounts donated to the fund and (b) any accumulations to the fund that are required to be maintained in perpetuity in accordance with the direction of the applicable donor gift instrument.

The Foundation has adopted a policy to not spend from "underwater" endowments unless directed otherwise by the donor. There were no underwater endowments at March 31, 2025 and 2024.

With regard to donor restricted endowments, the Foundation respects and enforces the donor's restriction to preserve the historic gift value of the fund.

Endowment Spending Policy—The maximum endowment spending is equal to 4% of a five (5) year moving average of endowment fund balances starting from the most recent calendar year end. If an endowment does not have five (5) years of historical returns, then the calendar year end balance would be averaged to the extent available. The payout is subject to the following provisions:

1. No disbursement will be made if the endowment fund balance is less than corpus, defined as donor restricted contributions to be held in perpetuity, at the time of the spending calculation.
2. The endowment spending payout is limited to the lesser of the maximum endowment spending calculated above, or the amount by which the endowment fund balance exceeds corpus.

Endowment Investment Policy—The endowment investment policy adopted by the Foundation's Board of Directors seeks long-term growth of principal to preserve and grow Foundation assets, cover expenses, and maintain the approved spending rate of the funds. The Foundation maximizes the probability that the funds will meet or exceed an annualized target rate of return, adjusted for inflation, by having a target rate of return equal to the Board-adopted spending policy's percentage amount plus inflation and expenses. The Board of Directors considers and seeks to minimize appropriate risks when overseeing the funds managed by its contracted investment advisor and selecting its investment strategies. The strategies for achieving the Foundation's investment objectives include a well-diversified portfolio, target allocations in each investment category, guidelines and restricted investments, benchmarks for performance of each asset class, low fees, performance measurement, regular monitoring, and detailed reports.

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2025 AND 2024

(7) **Endowments:** (Continued)

Endowment net assets composition by type of fund as of March 31, 2025:

	With Donor Restrictions		
	Original Gift Amount	Accumulated Gains and Other	Total Funds
Donor-restricted endowment funds	<u>\$ 10,445,990</u>	<u>\$ 10,430,293</u>	<u>\$ 20,876,283</u>

	With Donor Restrictions		
	Original Gift Amount	Accumulated Gains and Other	Total Funds
Endowment net assets, beginning of year	\$ 9,432,439	\$ 9,457,631	\$ 18,890,070
Investment return, net	-	1,319,432	1,319,432
Contributions	1,393,792	-	1,393,792
Transfers	(380,241)	380,241	-
Amounts appropriated for expenditure	-	(727,011)	(727,011)
	<u>\$ 10,445,990</u>	<u>\$ 10,430,293</u>	<u>\$ 20,876,283</u>

Endowment net assets composition by type of fund as of March 31, 2024:

	With Donor Restrictions		
	Original Gift Amount	Accumulated Gains and Other	Total Funds
Donor-restricted endowment funds	<u>\$ 9,432,439</u>	<u>\$ 9,457,633</u>	<u>\$ 18,890,072</u>

	With Donor Restrictions		
	Original Gift Amount	Accumulated Gains and Other	Total Funds
Endowment net assets, beginning of year	\$ 9,064,702	\$ 6,735,091	\$ 15,799,793
Investment return, net	-	3,327,731	3,327,731
Contributions	367,737	-	367,737
Transfers	-	56,486	56,486
Amounts appropriated for expenditure	-	(661,675)	(661,675)
	<u>\$ 9,432,439</u>	<u>\$ 9,457,633</u>	<u>\$ 18,890,072</u>

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2025 AND 2024

(8) Concentrations of Credit Risk:

The more significant concentrations of credit risk are as follows:

- (a) **Demand and time deposits**—The Foundation maintains cash and time deposits with several financial institutions and brokerage houses. The Foundation has no policy requiring collateral or other security to support its deposits, although all demand and time deposits with the financial institutions are federally insured up to FDIC limits. At brokerage houses, amounts are insured by the Securities Investor Protection Corporation (SIPC) up to the SIPC limits.
- (b) **Financial instruments**—Financial instruments that potentially subject the Foundation to concentrations of credit risk include investments. The investments are held in high quality institutions and companies with high credit ratings.
- (c) **Contributions receivable**—Financial instruments that potentially subject the Foundation to concentrations of credit risk include contributions receivable. The contributions receivable is made up of pledge receivables from donors.

(9) Net Assets with Donor Restrictions:

Net assets with donor restrictions as of March 31, 2025 and 2024, are restricted for the following purposes:

	<u>2025</u>	<u>2024</u>
Subject to expenditure for specified purpose:		
Scholarships and grants	\$ 1,219,605	\$ 872,199
Academic, student programs, and support	1,439,303	790,724
Facility support	410,318	427,761
Pledges receivable with purpose restrictions, net	314,330	381,927
	<u>3,383,556</u>	<u>2,472,611</u>
Subject to the passage of time:		
Land	-	410,000
	<u>-</u>	<u>410,000</u>
Subject to spending policy and appropriation:		
Accumulated gains and term endowments	10,430,296	9,462,679
Pledges receivable to be held in perpetuity, net	57,658	52,446
Endowment funds restricted in perpetuity	10,388,332	9,374,897
	<u>20,876,286</u>	<u>18,890,022</u>
Total net assets with donor restrictions	<u>\$ 24,259,842</u>	<u>\$ 21,772,633</u>

TALLAHASSEE STATE COLLEGE FOUNDATION, INC.
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2025 AND 2024

(9) Net Assets with Donor Restrictions: (Continued)

Net assets with donor restrictions were released from restriction during the years ended March 31, 2025 and 2024, by incurring expenses satisfying restricted purposes, transfers, or by the occurrence of other events specified by donors as follows:

	<u>2025</u>	<u>2024</u>
Satisfaction of restrictions - scholarships	\$ (805,356)	\$ (771,555)
Time restrictions expired	<u>(681,595)</u>	<u>(719,521)</u>
Total net assets released from restrictions	(1,486,951)	(1,491,076)
Reclass from without donor restriction	421,698	110,391
Net change in net assets with donor restrictions	<u>\$ (1,065,253)</u>	<u>\$ (1,380,685)</u>

(10) Liquidity and Availability of Resources:

Financial assets available for general expenditure, that is, without donor restrictions limiting their use, within one year of the statement of financial position date, comprise the following:

	<u>2025</u>	<u>2024</u>
Non-endowed cash and cash equivalents	\$ 140,030	\$ 41,701
Non-endowed investments	2,031,462	1,353,012
Current portion of contributions receivable	<u>97,708</u>	<u>82,222</u>
	<u>\$ 2,269,200</u>	<u>\$ 1,476,935</u>

It is the Foundation's policy to employ cash at all times in short term cash equivalents to provide safety, liquidity and return. The Foundation regularly monitors liquidity required to meet its operating needs and other contractual commitments, while also striving to maximize the investment return of its available funds. The Foundation has various sources of liquidity at its disposal, including cash, cash equivalents, bond mutual funds and exchange traded funds.

For the purposes of analyzing resources available to meet general expenditures over a twelve (12) month period, the Foundation considers all expenditures related to its ongoing program activities, as well as the conduct of services undertaken to support those activities, to be general expenditures. Endowment spending and endowed assets are not included in this calculation, refer to Note 8 for information on the Endowment spending policy of the Foundation.

(11) Subsequent Events:

The Foundation has evaluated events and transactions for potential recognition or disclosure in the financial statements through July 29, 2025, the date which the financial statements were available to be issued. No subsequent events have been recognized or disclosed.

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL
REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT
OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH
GOVERNMENT AUDITING STANDARDS**

To the Board of Directors,
Tallahassee State College Foundation, Inc.

We have audited in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Tallahassee State College Foundation, Inc. (the Foundation), a component unit of Tallahassee State College, which comprise the statements of financial position as of March 31, 2025, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements and have issued our report thereon dated July 29, 2025.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Foundation's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control. Accordingly, we do not express an opinion on the effectiveness of the Foundation's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the Foundation's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

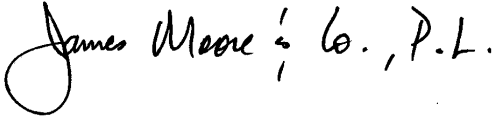
Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Foundation's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Foundation's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Foundation's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in black ink that reads "James Moore & Co., P.L.". The signature is written in a cursive style with a large, looped initial "J".

Tallahassee, Florida
July 29, 2025

PUBLIC SAFETY ACADEMY HOUSING, INC.
Havana, Florida

FINANCIAL STATEMENTS

March 31, 2025 and 2024

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MEMBERS

AMERICAN INSTITUTE OF
CERTIFIED PUBLIC ACCOUNTANTS

FLORIDA INSTITUTE OF
CERTIFIED PUBLIC ACCOUNTANTS



Certified Public Accountants and Business Advisors

FRED C. LUGER, C.P.A.
MATTHEW R. HANSARD, C.P.A.
ANN MARIE BACHMAN, C.P.A.
GREGORY J. COCHRAN, C.P.A.
JOHN K. KIRK, C.P.A.

KELLY VAZQUEZ, C.P.A.
SAWYER SCHMOOKLER, C.P.A.
REBEKAH E.A. GRIFFIN, C.P.A.
BRETT GILMAN, C.P.A.

HAROLD A. BROCK, JR. (Retired)
W. FREDERICK THOMSON (1943-2024)

INDEPENDENT AUDITORS' REPORT

To the Board of Directors
Public Safety Academy Housing, Inc.
Havana, Florida

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Public Safety Academy Housing, Inc. (a nonprofit organization), which comprise the statements of financial position as of March 31, 2025 and 2024 and the related statements of activities and changes in net assets, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Public Safety Academy Housing, Inc. as of March 31, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Public Safety Academy Housing, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.



In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Public Safety Academy Housing, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Public Safety Academy Housing, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Public Safety Academy Housing, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated August 21, 2025 on our consideration of Public Safety Academy Housing, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Public Safety Academy Housing, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Public Safety Housing, Inc.'s internal control over financial reporting and compliance.

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on page 4 be presented to supplement the basic financial statements. Such information, although not a part of basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiring with management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Thomson Black Lupert Company

Tallahassee, Florida
August 21, 2025

PUBLIC SAFETY ACADEMY HOUSING, INC.
Management's Discussion and Analysis

The discussion and analysis of Public Safety Academy Housing, Inc.'s financial statements provides an overview of the financial activities for the year ended March 31, 2025. Management has prepared the financial statements and the related footnote disclosures along with the discussion and analysis. Responsibility for the completeness and fairness of this information rests with the preparers. The discussion and analysis contains activities of the Public Safety Academy Housing, Inc. for fiscal years 2025 and 2024.

Public Safety Academy Housing, Inc. was incorporated on February 26, 2003, as a direct support organization of Tallahassee State College for the purpose of financing and constructing a housing facility at the College's Florida Public Safety Institute. The housing facility was financed by a \$9 million mortgage note and was completed on January 4, 2006. Upon completion, Public Safety Academy Housing, Inc. executed an agreement with the College whereby the College leases the housing facility from Public Safety Academy Housing, Inc. and is responsible for operating and maintaining the facility. During the fiscal year ended March 31, 2015, the Organization refinanced its original mortgage rate and borrowed an additional \$575,000 in a separate mortgage note payable to renovate and refurbish the dormitory. As of June 2, 2025, both of these mortgage notes payable have been fully paid off.

All revenues generated by the facility are retained by the College. In exchange, Public Safety Academy Housing, Inc. receives monthly lease payments totaling \$764,500 for the fiscal year ending March 31, 2025, for its mortgage payments and operating expenses.

By design, Public Safety Academy Housing, Inc. was limited in its establishment to obtaining the financing and constructing the housing facility, with all post completion activities to be the responsibility of the College. Accordingly, 2025 financial activities consist of monthly lease receipts, mortgage payments, and the recognition of certain costs (depreciation) incurred during prior years but recognized as current year expenses. The nature of Public Safety Academy Housing, Inc.'s future activities can be expected to remain consistent with those of the 2025 fiscal year.

See independent auditors' report.

PUBLIC SAFETY ACADEMY HOUSING, INC.
STATEMENTS OF FINANCIAL POSITION
March 31, 2025 and 2024

	<u>2025</u>	<u>2024</u>
<u>ASSETS</u>		
CURRENT ASSETS		
Cash	\$ <u>103,835</u>	\$ <u>90,998</u>
TOTAL CURRENT ASSETS	103,835	90,998
PROPERTY AND EQUIPMENT, Net	<u>4,235,467</u>	<u>4,473,047</u>
	\$ <u><u>4,339,302</u></u>	\$ <u><u>4,564,045</u></u>
<u>LIABILITIES AND NET ASSETS</u>		
CURRENT LIABILITIES		
Current portion of mortgage notes payable	\$ 193,415	\$ 705,211
Interest payable	<u>1,038</u>	<u>4,617</u>
TOTAL CURRENT LIABILITIES	194,453	709,828
LONG-TERM LIABILITIES		
Mortgage notes payable	<u>-</u>	<u>193,415</u>
TOTAL LIABILITIES	194,453	903,243
NET ASSETS		
Invested in capital assets, net of related debt	4,041,014	3,569,804
Unrestricted	<u>103,835</u>	<u>90,998</u>
	<u>4,144,849</u>	<u>3,660,802</u>
	\$ <u><u>4,339,302</u></u>	\$ <u><u>4,564,045</u></u>

See accompanying notes.

PUBLIC SAFETY ACADEMY HOUSING, INC.
STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS
Years Ended March 31, 2025 and 2024

	<u>2025</u>	<u>2024</u>
OPERATING REVENUE		
Lease income	\$ 764,500	\$ 807,000
OPERATING EXPENSES		
Depreciation	237,580	237,582
Contractual services	7,271	7,276
Bank service fees	15	66
Licenses	<u>61</u>	<u>61</u>
	<u>244,927</u>	<u>244,985</u>
OPERATING INCOME	519,573	562,015
NONOPERATING EXPENSE		
Interest expense	<u>35,526</u>	<u>75,903</u>
CHANGE IN NET ASSETS	484,047	486,112
BEGINNING NET ASSETS	<u>3,660,802</u>	<u>3,174,690</u>
ENDING NET ASSETS	\$ <u><u>4,144,849</u></u>	\$ <u><u>3,660,802</u></u>

See accompanying notes.

PUBLIC SAFETY ACADEMY HOUSING, INC.
STATEMENTS OF CASH FLOWS
Years Ended March 31, 2025 and 2024

	<u>2025</u>	<u>2024</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Rents and fees collected	\$ 764,500	\$ 807,000
Payments to vendors	(7,347)	(7,403)
Payments for interest expense	<u>(39,105)</u>	<u>(71,286)</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	718,048	728,311
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Principal payments on long-term debt	<u>(705,211)</u>	<u>(638,955)</u>
NET CASH USED IN CAPITAL AND RELATED FINANCING ACTIVITIES	<u>(705,211)</u>	<u>(638,955)</u>
NET INCREASE IN CASH	12,837	89,356
CASH AT BEGINNING OF YEAR	<u>90,998</u>	<u>1,642</u>
CASH AT END OF YEAR	\$ <u><u>103,835</u></u>	\$ <u><u>90,998</u></u>
RECONCILIATION OF CHANGES IN NET ASSETS TO CASH PROVIDED BY OPERATING ACTIVITIES		
Changes in net assets	\$ 484,047	\$ 486,112
Adjustments to reconcile change in net assets to cash (used in) provided by operating activities:		
Depreciation	237,580	237,582
(Decrease) increase in liabilities:		
Interest payable	<u>(3,579)</u>	<u>4,617</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	\$ <u><u>718,048</u></u>	\$ <u><u>728,311</u></u>

See accompanying notes.

PUBLIC SAFETY ACADEMY HOUSING, INC.
NOTES TO FINANCIAL STATEMENTS
March 31, 2025 and 2024

NOTE 1 - NATURE OF BUSINESS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Formation and Nature of Business - Public Safety Academy Housing, Inc. (the "Organization") was incorporated on February 26, 2003 as a direct support organization of Tallahassee State College (the "College"), within the meaning of Section 240.331, Florida Statutes, or any successor provision. The Organization was formed, among other purposes, to make available housing to participants in programs affiliated with the Florida Public Safety Institute. At the direction of the Board of Trustees of Tallahassee State College, income derived by the Organization, subject to the assignment of revenue and other amounts derived from the operation of the facility, may be transferred to the Tallahassee State College. The Organization is a component unit of Tallahassee State College and is included in the College's annual report.

A summary of significant accounting policies follows:

Basis of Accounting - The Organization follows financial reporting requirements for enterprise funds, which use the accrual basis of accounting. Under this method, revenue is recorded when earned and expenses are recognized when incurred.

Property and Equipment - Cost directly associated with the construction of the housing complex, including interest incurred from financing during the construction period is capitalized to the cost of the building, and depreciation is provided over the building's estimated life of thirty-nine (39) years on a straight line basis.

Furniture and equipment with a value of or costing over \$500 is recorded at cost and depreciated over its estimated useful life of five (5) to seven (7) years on a straight line basis.

Income Taxes - The Organization is exempt from income taxes on income from related activities under Section 501(c)(3) of the U.S. Internal Revenue Code and corresponding state tax law. Accordingly, no provision has been made for federal or state income taxes. Additionally, the Organization has been determined not to be a private foundation under Section 509(a) of the Internal Revenue Code.

The Organization has reviewed and evaluated the relevant technical merits of each of its tax positions in accordance with accounting principles generally accepted in the United States of America for accounting for uncertainty in income taxes, and determined that there are no uncertain tax positions that would have a material impact on the financial statements of the Organization.

Cash Equivalents - For purposes of the statement of cash flows, all highly liquid instruments with a maturity of three (3) months or less are considered to be cash equivalents.

Use of Estimates - The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

PUBLIC SAFETY ACADEMY HOUSING, INC.
NOTES TO FINANCIAL STATEMENTS
March 31, 2025 and 2024

NOTE 1 - NATURE OF BUSINESS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Election to Apply FASB Accounting Standards Codification - The Organization has elected to apply all FASB Accounting Standards Codification, except for those that conflict with GASB pronouncements, as permitted by GASB Statement No. 62, "Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA pronouncements."

Subsequent Events - Management has performed an analysis of the activities and transactions subsequent to March 31, 2025, to determine the need for any adjustments to and/or disclosures within the audited financial statements for the year ended March 31, 2025. Management has performed their analysis through August 21, 2025, the date of this report.

NOTE 2 - RELATED PARTY TRANSACTIONS

On May 21, 2004, the College entered into a long-term lease to rent ten (10) acres of land to the Organization in order to build the housing complex. Terms of the lease grants the Organization the use of the land for a ninety-nine (99) year term at less than fair market value rates of \$1 each year, paid in advance.

In November 2005, the Organization executed an agreement with the College to operate the housing complex. Terms of the agreement include monthly lease revenue that varied between \$63,250 and \$67,000 for the fiscal year, with automatic annual lease renewals unless thirty (30) day prior notice of cancellation is given by either party. Total lease income earned amounted to \$764,500 and \$807,000 for the years ended March 31, 2025 and 2024, respectively.

NOTE 3 - PROPERTY AND EQUIPMENT

Property and equipment as of March 31, 2025 and 2024, is summarized as follows:

Depreciation expense for the years ended March 31, 2025 and 2024 amounted to \$237,580 and \$237,582, respectively.

	<u>2025</u>	<u>2024</u>
Building	\$ 8,491,790	\$ 8,491,790
Furniture and equipment	<u>535,069</u>	<u>592,650</u>
	9,026,859	9,084,440
Accumulated depreciation	<u>(4,791,392)</u>	<u>(4,611,393)</u>
	\$ <u><u>4,235,467</u></u>	\$ <u><u>4,473,047</u></u>

PUBLIC SAFETY ACADEMY HOUSING, INC.
NOTES TO FINANCIAL STATEMENTS
March 31, 2025 and 2024

NOTE 4 - MORTGAGE NOTES PAYABLE

Mortgage notes payable as of March 31, 2025 and 2024, were as follows:

	<u>2025</u>	<u>2024</u>
<p>\$6,017,876 refinanced mortgage note payable executed November 10, 2014 with Gadsden County, Florida and assigned to a commercial lender; bearing interest at 2.75% through December 31, 2017, then at 3.34% until August 31, 2019, and thereafter a floating rate equal to 70% of the prime rate of JPMorgan Chase Bank, with a floor in all cases of 2.45%; payable in monthly installments of principal and interest, maturing June 1, 2025. The note is collateralized by a leasehold mortgage in real estate and first priority security interest in all personal property located at the facility. Note is also collateralized by assignment of rents and leases related to housing facility.</p>	\$ 171,773	\$ 805,811
<p>\$575,000 mortgage note payable executed November 10, 2014, with Gadsden County, Florida and assigned to a commercial lender. The note bears interest at 3.99% until August 31, 2019, and thereafter a floating rate equal to 70% of the prime rate of JPMorgan Chase Bank, with a floor in all cases of 3.25%; payable in monthly installments of principal and interest; maturing June 1, 2025. The note is collateralized by a leasehold mortgage in real estate and first priority security interest in all personal property located at the facility. Note is also collateralized by assignment of rents and leases related to housing facility.</p>	<u>21,642</u> 193,415 <u>(193,415)</u>	<u>92,815</u> 898,626 <u>(705,211)</u>
Less: current portion	\$ <u><u>-</u></u>	\$ <u><u>193,415</u></u>

PUBLIC SAFETY ACADEMY HOUSING, INC.
NOTES TO FINANCIAL STATEMENTS
March 31, 2025 and 2024

NOTE 4 - MORTGAGE NOTES PAYABLE (Continued)

As of March 31, 2025, the scheduled maturities of the mortgage notes payable were as follows:

	<u>Principal</u>	<u>Interest</u>
March 31, 2026	\$ <u>193,415</u>	\$ <u>2,234</u>
	\$ <u><u>193,415</u></u>	\$ <u><u>2,234</u></u>

NOTE 5 – RECLASSIFICATIONS

Certain reclassifications have been made to the 2024 current portion of mortgage notes payable and long term mortgage notes payable to conform with 2025 presentation.

MEMBERS

AMERICAN INSTITUTE OF
CERTIFIED PUBLIC ACCOUNTANTS

FLORIDA INSTITUTE OF
CERTIFIED PUBLIC ACCOUNTANTS



Certified Public Accountants and Business Advisors

FRED C. LUGER, C.P.A.
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GREGORY J. COCHRAN, C.P.A.
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BRETT GILMAN, C.P.A.

HAROLD A. BROCK, JR. (Retired)
W. FREDERICK THOMSON (1943-2024)

**INDEPENDENT AUDITORS' REPORT ON INTERNAL
CONTROL OVER FINANCIAL REPORTING AND ON
COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF
FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE
WITH *GOVERNMENT AUDITING STANDARDS***

Board of Directors
Public Safety Academy Housing, Inc.
Havana, Florida

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of Public Safety Academy Housing, Inc. (a Florida nonprofit organization), which comprise the statements of financial position as of March 31, 2025 and 2024, and the related statements of activities and changes in net assets, and cash flows for the years then ended, and the related notes to the financial statements and have issued our report thereon dated August 21, 2025.

Internal Control over Financial Reporting

In planning and performing our audit, we considered Public Safety Academy Housing, Inc.'s internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Public Safety Academy Housing, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of Public Safety Academy Housing, Inc.'s internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.



Our consideration of the internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the financial statements of Public Safety Academy Housing, Inc. are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under *Government Auditing Standards*.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Thomson Black Impact Company

Tallahassee, Florida
August 21, 2025

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FLORIDA INSTITUTE OF
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TBL
THOMSON BROCK
LUGER & COMPANY

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MANAGEMENT LETTER

Board of Directors
Public Safety Academy Housing, Inc.
Tallahassee, Florida

In planning and performing our audit of the financial statements of Public Safety Academy Housing, Inc. (the "Organization") as of and for the years ended March 31, 2025 and 2024, in accordance with auditing standards generally accepted in the United States of America, we considered the Organization's internal control as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

However, during our audits, we have become aware of matters that are an opportunity for strengthening internal control and operating efficiency. This letter does not affect our report dated August 21, 2025, on the financial statements of the Organization.

We will review the status of these comments during our next audit engagement. We have already discussed these matters previously with management and we will be pleased to discuss these comments in further detail at your convenience, to perform any additional study of this matter, or to assist you in implementing any recommendations. Our comments are summarized as follows:

Prior Year's Recommendations

Reconciliation of Loan Principal Payments with Bond Document (No longer applicable):

In a prior year, a discrepancy was noted between the principal payment amounts listed in the bond document and those invoiced by the bank for the \$575,000 note payable. This issue continued into the current year for the smaller loan and also began for the larger loan after the March 2024 payment. Despite these discrepancies, there was no misstatement identified in the financial statements, and the bank subsequently adjusted the loan payment schedule to reflect the changes. As the loan was fully paid off in June 2025, no further action or recommendation is necessary at this time.

Insufficient Bank Funds (RESOLVED)

In the prior year, the Organization initiated loan payments before verifying that sufficient funds were available in the bank account, resulting in an overdraft fee. During the current year, we did not observe any instances of overdrafted balances. Accordingly, this issue is considered resolved.

Current Year's Recommendations

None.

We wish to thank the Executive Director and her staff for their support and timely assistance during our audit.

The report is intended solely for the information and use of the Board of Directors, management, and others within the Organization and is not intended to be and should not be used by anyone other than these specified parties.

Thomson Blackhurst Company

August 21, 2025

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W. FREDERICK THOMSON (1943-2024)

August 21, 2025

To the Board of Directors
Public Safety Academy Housing, Inc.
Havana, Florida

We have audited the financial statements of Public Safety Academy Housing, Inc. for the years ended March 31, 2025 and 2024, and have issued our report thereon dated August 21, 2025. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our engagement letter to you dated May 6, 2025. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Public Safety Academy Housing, Inc. are described in Note 1 to the financial statements. No changes were made to the significant accounting policies for the fiscal year. We noted no transactions entered into by the Organization during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events.

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements; a listing of the adjustments is attached to this letter. Additionally, any misstatements that were considered to be immaterial and were not proposed as adjustments are summarized in a schedule, Audit Difference Evaluation Form, which is attached to this letter.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated August 21, 2025.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Organization's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We have communicated recommendations in a separate letter titled Management Letter for the fiscal year ended March 31, 2025.

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Organization's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Public Safety Academy Housing, Inc.

August 21, 2025

Page 3

This information is intended solely for the use of the board and management of Public Safety Academy Housing, Inc. and is not intended to be and should not be used by anyone other than these specified parties.

Thomson Block Capital Company

August 21, 2025

PUBLIC SAFETY ACADEMY HOUSING, INC.
SUMMARY OF AUDIT DIFFERENCES
March 31, 2025

Current Year

	<u>Over (Under)</u> <u>Changes in Net Assets</u>
Statement of activities misstatements:	
None	\$ _____ -
Cumulative effect (before effect of prior year differences)	-
Effect of unadjusted audit differences – prior year:	_____ -
Cumulative effect (after effect of prior year differences)	\$ _____ -

	Statement of Net Assets	Statement of Changes in Net Assets
Reclassification adjustments:		
	\$ _____ 0	\$ _____ 0
	_____	_____
	_____	_____

	<u>Over (Under)</u> <u>Changes in Net Assets</u>
Statement of financial position misstatements:	
Current assets	\$ -
Total assets	-
Current liabilities	-
Total liabilities	-
Net Assets:	
Beginning	-
Ending	\$ -

September 15, 2025

M E M O R A N D U M

TO: Jim Murdaugh, Ph.D.
President

FROM: Barbara Wills, Ph.D.
Vice President for Administrative Services and Chief Business Officer

SUBJECT: Certificate of Final Inspection – CFI 3rd Floor Renovations Project

Item Description

This item requests approval from the District Board of Trustees for the attached Certificate of Final Inspection, Office of Educational Facilities (OEF) Form 209, for the CFI 3rd Floor Renovations project, located in the Center for Innovation (CFI) Building #01 at the TSC Site 4 – Center for Innovation Campus, 350 South Duval Street, Tallahassee, FL. 32301.

Overview and Background

In accordance with TSC Board Policy 6340 - Reduction of Retainage and Final Payment to Contractor for Construction Projects and the State Requirements for Educational Facilities (SREF) Chapter 4 Section 3, final payment cannot be made to the contractor until; project has been inspected by architect or other designated personnel, Certificate of Occupancy and/or Certificate of Final Inspection has been issued, project has been completed and is Board approved. The Construction Manager at Risk (CMAR) for this project, Childers Construction Company, has completed all the required close-out documents and has confirmed the space is in full operation.

Funding/ Financial Implications

This construction contract was funded by local college funds. The construction project is complete and final payment to the contractor is contingent upon Board Approval.

Past Actions by the Board

The Board previously approved the Guaranteed Maximum Price (GMP) for this project at the October 21, 2024 District Board of Trustees meeting.

Recommended Action

Approve the attached Certificate of Final Inspection, Office of Educational Facilities (OEF) Form 209, authorizing final payment to contractor, Childers Construction Company, for the CFI 3rd Floor Renovations Project.

FLORIDA DEPARTMENT OF EDUCATION
Office of Educational Facilities

CERTIFICATE OF FINAL INSPECTION

TO: Office of Educational Facilities (OEF) 325 West Gaines Street, Room 1054 Tallahassee, Florida 32399-0400 (850) 245-0494 Fax (850) 245-9236 or (850) 245-9304	OEF USE ONLY
INSTRUCTIONS: Submit for OEF files one copy of the completed form for all projects with construction costs exceeding \$300,000. Mark the appropriate term within the parentheses. Reproduce this form in sufficient quantity for your use. Section 1013.37(2)(c), F.S.	

RE: 5116-1 _____ OEF Assigned Project Number
TALLAHASSEE STATE COLLEGE _____ (□ School District ☒ Florida College)
TSC - SITE 4 - CENTER FOR INNOVATION _____ (□ School Name ☒ Campus)
27 _____ (□ School ☒ College) Code Number
CFI 3rd FLOOR RENOVATIONS _____ Description of Project

SECTION A: BOARD'S ACCEPTANCE

Upon the recommendation of our Project (☒ Architect □ Engineer) as certified in Section B below, in accordance with Chapter 1013, F.S., THE BOARD ACCEPTED the above-referenced project on _____.

Name (Type or Print) BARBARA K. WILLS

Signature: _____ Date: _____
 (☒ Superintendent □ President)

SECTION B: (□ ARCHITECT □ ENGINEER) CERTIFICATION

As PROJECT (☒ ARCHITECT □ ENGINEER), I have inspected this project and, in my considered professional opinion, the work required by the contract for this project has been completed in accordance with approved contract documents; Chapter 1013, Florida Statutes; Rule 6A-2.0010, FAC; Chapter 553, F.S.; and the Florida Building Code.

Signature: [Signature] Date: 6/2/2025

Firm Name: ARCHITECTS | LEWIS + WHITLOCK

Address: 206 West Virginia Street, Tallahassee, FL 32301

Street/P.O. Box _____ City _____ State _____ Zip _____

SECTION C: ☒ Building Official □ Other (Specify) Certification

I have inspected the project, and in my considered opinion, it is complete and in accordance with applicable statutes, rules, and codes.

Name (Type or Print) J. GLENN DODSON

Signature: [Signature] Date: 3/30/25

☒ Building Official □ Certified Inspector

SECTION D: FACILITY INFORMATION

1. TYPE OF PROJECT: □ New Plant □ Addition □ Remodeling <input checked="" type="checkbox"/> Renovation □ _____	2. CORRECTED "SPACE INVENTORY REPORT" (land, building, room) HAS BEEN FILED WITH THE OEF: <input checked="" type="checkbox"/> Yes □ No □ N/A If "No," explain: _____
3. SOURCE OF FUNDS: <input checked="" type="checkbox"/> Local □ State □ Federal □ _____	4. ADJUSTED FINAL CONTRACT AMOUNT: \$ <u>665,961.81</u> 5. PROJECT GROSS SQUARE FOOTAGE: <u>9,640</u> SQ. FT. 6. COST PER GROSS SQUARE FOOT: \$ <u>69.08/SQ. FT.</u> 7. COST PER STUDENT STATION: \$ <u>N/A</u>

CERTIFICATE OF FINAL INSPECTION (CFI)

8. BUILDING CONTRACT DATE: 10/27/2025 COMPLETION DATE: 04/10/2025

9. **CHANGE ORDERS** - List of each Change Order and amount (excluding Direct Purchase amounts).

C.O. No. <u>1</u> \$ <u>(\$69,086.19) Deductive</u>	C.O. No. _____ \$ _____
C.O. No. _____ \$ _____	C.O. No. _____ \$ _____
C.O. No. _____ \$ _____	C.O. No. _____ \$ _____
C.O. No. _____ \$ _____	C.O. No. _____ \$ _____

10. **Date of Occupancy:** Certificate of Completion Dated 4/10/2025

11. Additional Information:

September 15, 2025

M E M O R A N D U M

TO: Jim Murdaugh, Ph.D.
President

FROM: Barbara Wills, Ph.D.
Vice President for Administrative Services and Chief Business Officer

SUBJECT: FY 2025-2026 Carry Forward Spending Plan

Item Description

This item presents the College's spending plan for state operating funds carried forward from the prior fiscal year.

Overview and Background

Pursuant to Florida Statutes, 1013.841, the College shall submit for Board approval a proposed spending plan for any state operating funds carried forward from the prior fiscal year, which are in excess of the College's 5% minimum operating budget. Upon approval, the spending plan must also be submitted to the State Board of Education for their review.

While Statutes call for TSC to have a fund balance of exactly 5% or to provide a spending plan, please note the following:

- A 5% fund balance would not make one payroll, which is more than \$4 million.
- A 5% fund balance is approximately 20 days of our operating budget.
- The fund balance provides a safety net for fluctuation in enrollment and other revenue.
- The fund balance provides a contingency for natural disaster and other emergencies.

Funding/ Financial Implications

The funds identified as carry forward will be utilized as necessary, without negative implications on the College's operating budget.

Past Actions by the Board

The Board approved the FY 2024-2025 Carry Forward Spending Plan on September 16, 2024.

Recommended Action

Approval of the FY 2025-2026 Carry Forward Spending Plan.

				Project Timeline			
Line Item #	Carryforward Spending Plan Category	Specific Expenditure/Project Title	Carryforward Amount Budgeted for Expenditure During FY 2024-25	Total # Years of Expenditure per Project	Current Expenditure Year #	Estimated Completion Date (Fiscal Year)	Comments/Explanations
1	(e) Operating expenditures	Employer premiums for state group health insurance.	2,400,000	1	1	2025-26	This is the increased amount of the annual premiums since moving to the State Group Health Insurance for TSC. The total increase is \$2.4 million.
2	(e) Operating expenditures	State group health insurance 9% increase to premium for seven months.	372,166	1	1	2025-26	This is for the annual increase to the health insurance premium applied to all participants of the state group health insurance program. TSC's total annual cost is \$638,000, seven months to be paid this fiscal year is included here.
3	(e) Operating expenditures	Difference to maintain two months in fund balance	685,796	1	1	2025-26	GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures. That amount is \$13,269,564. The shortfall to that amount is \$2,819,962. A partial amount of the total is included in the spending plan.
4	(g) Commitment to contingency reserve related to state declared emergency	Natural Disaster Contingency	19,682	1	1	2025-26	The natural disaster contingency is based on deductible of 3% of Total Effected Values over a 3-year period, which is \$1,878,463. A partial amount of the total is included in this spending plan.
Total as of July 1, 2024: *			\$	3,477,644			
Amount Requiring Spending Plan			\$	3,477,644			

September 15, 2025

M E M O R A N D U M

TO: Jim Murdaugh, Ph.D.
President

FROM: Barbara Wills, Ph.D.
Vice President for Administrative Services and Chief Business Officer

SUBJECT: Construction Status Report

Item Description

This item describes the status of various construction, renovation, remodeling and site improvement projects at all TSC locations for the Board of Trustees.

Overview and Background

The attached Construction Status report details the noteworthy construction and renovation projects being undertaken to support the educational mission of the College.

Past Actions by the Board

None.

Funding/ Financial Implications

All construction and renovation projects are funded prior to approval, with most being funded from capital improvement fees.

Recommended Action

Presented as an information item only.

FACILITIES & CONSTRUCTION STATUS REPORT – SEPTEMBER 2025

MAIN CAMPUS (SITE 1)

TSC PROJECT#	TASK / PROJECT NAME	%COMPLETE	DUE DATE	NOTES / STATUS
PJ-0561	Library Bay Windows – Reseal / Repair	10%	TBD	Awaiting materials
PJ-0561	Student Union Curtain Wall Repairs	100%	August 2025	Complete
PJ-0561	CT, WD & HSS Storefront Windows	10%	TBD	Awaiting materials
PJ-0428	Library (LB) Bldg#30 - AHU 1 Replacement	98%	September 2025	Fans - Warranty
PJ-0544	LB Bldg#30 – AHU 9	40%	September 2025	Installation underway
PJ-0517	EN Bldg#01 – DP/DT Supply and Return	100%	August 2025	Complete
PJ-0517	CUP Freon Alarm	5%	TBD	Design underway
PJ-0517	Trane Chiller #4 Repair	10%	December 2025	Scheduling underway
PJ-0291	SM Bldg# 18 AHU 5 & 6 Replacements	20%	December 2025	Delivery TBD
PJ-0292	TCA Bldg# 08 AHU 1-6 Replacement	20%	December 2025	Delivery TBD
N/A	TCA FTU Replacement of 6 Fans	5%	September 2025	Underway
N/A	TCA Upgrade & Replacement of 5 Dampers	5%	TBD	Quoting
N/A	SU Bldg#35 Hot Water Valve on FTUS	30%	TBD	Underway
N/A	AD Bldg#27 Hot Water Valve Replacement	40%	TBD	Underway
N/A	Transfer of Parcel(s) Electrical Bldg#16 to Leon County School Board	45%	TBD	Pending LCS and TSC BOT approval
N/A	Dale Mabry Museum	100%	August 2025	Complete
PJ-0434	Truck Driving Program Expansion/Grant	5%	TBD	Environmental exemption submitted and pending approval
N/A	Innovation Academy of Excellence Charter School (UC 19)	15%	December 2025	Design Underway

PJ-0592	Centre (CB 9) Ground Floor Renovations	15%	September 2026	Design Scheduled FY 26/27
PJ-0562	SU Cashiers Office Remodel	100%	August 2025	Complete
PJ-0544	TCA Bldg#08 Renovations	98%	September 2025	Punch list underway
PJ-0374	State DM - 15KV Electrical Underground Infrastructure	45%	October 2025	Work in progress
PJ-0496	Six Innovation/Maker Spaces in Library Bldg#30	65%	December 2025	Work in progress
PJ-0436	Solar Powered Covered Walkways	99%	October 2025	Punch list underway
PJ-0553	Southern Pipe (GOR #46) Structural Repairs	5%	September 2026	Scheduled FY 26/27
PJ-0534	SMA 140 - Classroom Renovations	5%	TBD	TBD
PJ-0594	SMA 100, 101, 101A, 101B, 101C, 102, 102A, 103 & 106 Room Refresh	100%	August 2025	Complete
N/A	EN 112, 113, 114, 115 & 135 Install Chair Rails and Paint	100%	August 2025	Complete
PJ-0527	Replace Campus Bench Seating	70%	October 2025	Underway
N/A	Replace Wooden Handrails	60%	November 2025	Underway
PJ-0506	Exterior Door Security/Safety Upgrades	80%	October 2025	In progress
PJ-0519	LSC Bldg#15 Fire Panel Repairs	30%	September 2025	Scheduling tech
N/A	Indoor Room Identification/Door Lock Audit/Evacuation Route Map	100%	August 2025	Complete
CPTED	CPTED Tree and Shrub Trimming	70%	September 2025	Underway
N/A	Athletics – Sand Pro Equipment	10%	October 2025	Pending Equipment Delivery
PJ-0530	Roof Repairs at SU Bldg#35	100%	August 2025	Complete
PJ-0530	Roof Repairs at AD Bldg#27	98%	September 2025	Work in progress
PJ-0530	Roof Repairs at CB Bldg#09	100%	August 2025	Complete
PJ-0530	Workforce Development Bldg#38 Roof	100%	August 2025	Complete
PJ-0530	Roof Repairs at TPP Bldg#11 / DH Bldg#06	98%	September 2025	Work in progress
PJ-0581	Certification Lightning Protection FPAC Bldg#12	100%	August 2025	Complete
PJ-0504	Paving Repairs	100%	August 2025	Complete

MAIN CAMPUS (SITE 1 CONTINUED)

PJ-0379	Sidewalk Repairs, Elimination of Trip Hazards	Continuous	On-going	Repaired 1,711 Trip Hazards Replaced 93 sections of Sidewalk Repaired 192' of new curb
TSC PROJECT#	SUSTAINABILITY	%COMPLETE	DUE DATE	NOTES / STATUS
N/A	Hydration Stations	Continuous	On-going	Prevented 860,404 Plastic Bottles from going to landfills
N/A	Recycled Plastic Lumber/Furniture	Continuous	On-going	Prevented 4,302,286 Plastic Bags from going to landfills
N/A	CO2 Avoidance	Continuous	On-going	Prevented 43,020 lbs. of CO2 emissions into atmosphere

GADSDEN SERVICE CENTER (SITE 2)

TSC PROJECT#	TASK / PROJECT NAME	%COMPLETE	DUE DATE	NOTES / STATUS
PJ-0491	Vacate Kent Street	95%	September 2025	Pending approval from City of Quincy
PJ-0554	HVAC Course Expansion (CAP Grant)	5%	Fall 2025	Planning and design underway
NEW	New Gadsden Service Center Bldg#4	5%	TBD	Planning and design underway
TSC PROJECT#	SUSTAINABILITY	%COMPLETE	DUE DATE	NOTES / STATUS
N/A	Hydration Stations	Continuous	On-going	Prevented 2,523 Plastic Bottles from going to landfills
N/A	CO2 Avoidance	Continuous	On-going	Prevented 126 lbs. of CO2 emissions into atmosphere

FLORIDA PUBLIC SAFETY INSTITUTE (SITE 3)

TSC PROJECT#	TASK / PROJECT NAME	%COMPLETE	DUE DATE	NOTES / STATUS
PJ-0517	Central Utility Plant Boiler Replacement	35%	October 2025	PO issued
N/A	Housing Boiler Repairs	15%	October 2025	Researching
N/A	FPSI Stormwater Retention Pond#1	15%	November 2025	To be accomplished with High-Speed Track Access Road
TSC PROJECT#	SUSTAINABILITY	%COMPLETE	DUE DATE	NOTES / STATUS
N/A	Hydration Stations	Continuous	On-going	Prevented 371,783 Plastic Bottles from going to landfills
N/A	CO2 Avoidance	Continuous	On-going	Prevented 18,589 lbs. of CO2 emissions into atmosphere

CENTER FOR INNOVATION (SITE 4)

TSC PROJECT#	TASK / PROJECT NAME	%COMPLETE	DUE DATE	NOTES / STATUS
PJ-0423	State DM - CFI Exterior Envelope (Walls & Windows)	40%	October 2025	Project underway
PJ-0424	State DM - CFI Exterior Staircases	45%	October 2025	Project underway
PJ-0497	CFI – 3 rd Floor Renovation	100%	August 2025	OEF 209 Certificate Final Inspection pending 9/15/25 BOT Approval
TSC PROJECT#	SUSTAINABILITY	%COMPLETE	DUE DATE	NOTES / STATUS
N/A	Hydration Stations	Continuous	On-going	Prevented 16,389 Plastic Bottles from going to landfills
N/A	CO2 Avoidance	Continuous	On-going	Prevented 819 lbs. of CO2 emissions into atmosphere

GHAZVINI CENTER FOR HEALTHCARE EDUCATION (SITE 5)

TSC PROJECT#	TASK / PROJECT NAME	%COMPLETE	DUE DATE	NOTES / STATUS
PJ-0517	Chiller Repairs Module #3	5%	October 2025	Obtaining quotes
PJ-0517	Chiller Repairs Module #5	5%	October 2025	Obtaining quotes
PJ-0574	Lighting Electrical Panel Upgrade	100%	August 2025	Complete
TSC PROJECT#	SUSTAINABILITY	%COMPLETE	DUE DATE	NOTES / STATUS
N/A	Hydration Stations	Continuous	On-going	Prevented 65,034 Plastic Bottles from going to landfills
N/A	CO2 Avoidance	Continuous	On-going	Prevented 3,252 lbs. of CO2 emissions into atmosphere

WAKULLA ENVIRONMENTAL INSTITUTE (SITE 6)

TSC PROJECT#	TASK / PROJECT NAME	%COMPLETE	DUE DATE	NOTES / STATUS
PJ-0340	Infrastructure	10%	TBD	In progress
PJ-0353	Irrigation Well	10%	TBD	In progress
PJ-0557	Pole Barn	35%	September 2025	Tentative: Delivery 9/15-9/16 with Install 9/16-9/18
PJ-0559	Classroom Renovation 108A	100%	August 2025	Complete
PJ-0560	Classroom Renovation 108B	100%	August 2025	Complete
TBD	AG Pole Barn – Enclose	5%	TBD	Obtaining quotes
TSC PROJECT#	SUSTAINABILITY	%COMPLETE	DUE DATE	NOTES / STATUS
N/A	Hydration Stations	Continuous	On-going	Prevented 7,576 Plastic Bottles from going to landfills
N/A	CO2 Avoidance	Continuous	On-going	Prevented 379 lbs. of CO2 emissions into the atmosphere

END OF CONSTRUCTION STATUS REPORT

September 15, 2025

M E M O R A N D U M

TO: Jim Murdaugh, Ph.D.
President

FROM: Barbara Wills, Ph.D.
Vice President for Administrative Services and Chief Business Officer

SUBJECT: Architect Invoices

Item Description

This item requests that the Board approve the architect invoices submitted for the month of August 2025.

Overview and Background

The College is under contract with six architectural firms: Architects | Lewis + Whitlock PA, BKJ, Inc. Architecture, Clemons, Rutherford & Associates, Inc., DAG Architects Inc., EMI Architects and Fitzgerald Collaborative Group, LLC to provide architectural and engineering services for projects at all sites and counties. To ensure quality, the six firms will be assigned projects on a rotational basis with standardized hourly fees.

Architects | Lewis + Whitlock, PA - \$0.00
BKJ, Inc. Architecture - \$35,162.50
Clemons, Rutherford & Associates, Inc. - \$0.00
DAG Architects, Inc. - \$0.00
EMI Architects - \$0.00
Fitzgerald Collaborative Group, LLC - \$0.00

Past Actions by the Board

The Board last authorized architect invoices at the August 18, 2025 meeting.

Funding/ Financial Implications

Funds for minor projects and Master Plans are available from the Capital Improvement fees.

Recommended Action

Authorize payment of architectural invoice(s) as presented.

INVOICE NO. 8
 Project Invoice No. 9



TO: Tallahassee State College
 ATTN: Accounts Payable
 444 Appleyard Drive
 Tallahassee, Florida 32304-2895

Page: 1 of 1 Pages

TSC Purchase Order No.: PO 020281 - 1 & 2

FROM: BKJ Inc. Architecture
 1621 Physicians Drive
 Tallahassee, Florida 32308

Project Name:
 Library Improvements - Makerspace

Date: 8/22/25

THE PRESENT STATUS OF THE ACCOUNT IS AS FOLLOWS:					
SERVICE	TOTAL FEE	PERCENT COMPLETE	AMOUNT DUE	LESS PREVIOUSLY BILLED	AMOUNT DUE THIS INVOICE
BASIC SERVICES					
Phase 1- Advanced Schematic Design	\$28,075.00	100%	\$28,075.00	\$28,075.00	\$0.00
Phase 2- Design Development	\$56,315.00	100%	\$56,315.00	\$56,315.00	\$0.00
Phase 3- 100% Construction Documents	\$57,530.00	100%	\$57,530.00	\$57,530.00	\$0.00
Phase 4- Permitting/Bid	\$9,350.00	100%	\$9,350.00	\$9,350.00	\$0.00
Phase 5- Construction Administration	\$30,450.00	50%	\$15,225.00	\$7,612.50	\$7,612.50
ADDITIONAL SERVICES					
Phase 6- Existing Conditions Drawings	\$8,785.00	100%	\$8,785.00	\$8,785.00	\$0.00
Phase 7- Record Documents	\$2,775.00	0%	\$0.00	\$0.00	\$0.00
Phase 8- Telecom and A/V Design	\$20,065.00	100%	\$20,065.00	\$20,065.00	\$0.00
Phase 9- AHU Replacement	\$34,335.00	100%	\$34,335.00	\$34,335.00	\$0.00
Phase 10- Code Minimum Commissioning	\$8,000.00	25%	\$2,000.00	\$0.00	\$2,000.00
Phase 11- Renderings	\$9,975.00	100%	\$9,975.00	\$9,975.00	\$0.00
Phase 12- Energy Forms	\$750.00	100%	\$750.00	\$750.00	\$0.00
Add Serv 1- Structural Load Analysis	\$8,040.00	100%	\$8,040.00	\$8,040.00	\$0.00
Add Serv 2- Owner requested revisions	\$19,680.00	100%	\$19,680.00	\$19,680.00	\$0.00
OTHER PROJECT COSTS					
Reimbursable Expenses	\$700.00	99%	\$692.00	\$692.00	\$0.00
GRAND TOTALS	\$294,825.00		\$270,817.00	\$261,204.50	\$9,612.50
Total due Architect/Engineer					\$9,612.50

Please remit payment to the following address:

BKJ, Inc. Architecture
1621 Physicians Drive
Tallahassee, FL 32308

Thank you for your business. Please do not hesitate to call me if you have any questions. We appreciate the opportunity to provide architectural services to your organization.

CERTIFIED TRUE AND CORRECT BY:

Bonnie Davenport

(Signature of Principal)

Bonnie Davenport AIA, President

(Typed Name and Title)

Tallahassee State College
444 Appleyard Drive
Tallahassee, FL 32304
United States of America
Federal ID: 59-1141270
Tax Exemption ID: 85-80-125307-72C8



Change Order

Purchase Order Number	PO-020281 - 2
Purchase Order Date	05/14/2024
Payment Terms	Net 30
Requestor	Jenny Shuler
Phone Number	(850) 201-6200

Supplier:

BKJ, Inc.
1621 Physicians Drive
Tallahassee, FL 32308
United States of America

Ship To:

Tallahassee State College
444 Appleyard Drive
Tallahassee, FL 32304
United States of America

Comments:

PJ-0496 Library Improvements - Maker Spaces - A/E Fees
Contact: Don.Herr@tcc.fl.edu
Invoice: Jenny.Shuler@tcc.fl.edu
REF: TCC RFQ 2022-11 ; Approved at the January 17, 2023 BOT Meeting

CHANGE ORDER NO. 2 - Increasing PO by \$19,680.00 for second additional services request.
NEW PO TOTAL: \$294,825.00

CHANGE ORDER NO. 1 - Increasing PO by \$8,040.00 for first additional services request.
NEW PO TOTAL: \$275,145.00

Bill To:

Tallahassee State College
ATTN: Accounts Payable
444 Appleyard Drive
Tallahassee, FL 32304-2895
United States of America
(850) 201-8525

Currency	Total Lines Amount	Total Tax Amount	Total PO Amount
USD	294,825.00	0.00	294,825.00

Service Lines						
Line Number	Item Name	Description	Start Date	End Date	Due Date	Amount
1		Proposal for the full architectural/engineering (A/E) services from advanced schematic design through construction administration services, for the proposed Makerspace Improvements to the 1st floor of the Library Building#30 at the TCC Main Campus - Site 1, located at 444 Appleyard Drive in Tallahassee, FL. Specifics per attached proposal dated May 7, 2024. **REF: TCC RFQ 2022-11 ; Approved at the January 17, 2023 BOT Meeting**				294,825.00

Messages

Tallahassee State College does not discriminate against any person on the basis of age, color, disability, ethnicity, gender identity, genetic information, marital status, national origin, pregnancy, race, religion, sex, sexual orientation, or veteran status in its programs and activities

Director of Procurement and Auxiliary Services
Dustin Frost

Tallahassee State College
444 Appleyard Drive
Tallahassee, FL 32304
United States of America
Federal ID: 59-1141270
Tax Exemption ID: 85-80-125307-72C8



Change Order

Purchase Order Number	PO-020281 - 2
Purchase Order Date	05/14/2024
Payment Terms	Net 30
Requestor	Jenny Shuler
Phone Number	(850) 201-6200

Verification of Employment: PER FLORIDA STATUTE 448.095, the firm shall utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all persons employed during the contract term by the firm to perform employment duties within Florida and all persons (including sub-consultants) assigned by the firm to perform work pursuant to the contract with Tallahassee State College.

Purchase Order and Terms and Conditions-Supplier Information for Tallahassee State College:
<https://www.tsc.fl.edu/about/college/administrative-services/purchasing/supplier-information/>

Please send all Invoices to Accounts Payable - "AcctPay@tsc.fl.edu"
To ensure timely payments, TSC requires the College's purchase order number to be included on all invoices submitted for payment.

Any questions related to payment of supplier invoices should be directed to the TSC Accounts Payable Office at (850) 201-8565.

INVOICE NO. 5
PROJECT INVOICE NO.: 7



TO: Tallahassee State College
ATTN: Accounts Payable
444 Appleyard Drive
Tallahassee, Florida 32304-2895

Page: 1 of 1 Pages

TSC Purchase Order No.: PO-020982

FROM: BKJ Inc. Architecture
1621 Physicians Drive
Tallahassee, Florida 32308

Project Name:
AC Building #8 Second Floor
Renovations/Upgrades - Full AE
Date: 8/22/25

THE PRESENT STATUS OF THE ACCOUNT IS AS FOLLOWS:

SERVICE	TOTAL FEE	PERCENT COMPLETE	AMOUNT DUE	LESS PREVIOUSLY BILLED	AMOUNT DUE THIS INVOICE
ADDITIONAL SERVICES					
Phase 3- Design Development	\$20,130.00	100%	\$20,130.00	\$20,130.00	\$0.00
Phase 4- 100% Construction Documents	\$25,300.00	100%	\$25,300.00	\$25,300.00	\$0.00
Phase 5- Permitting/Bid	\$3,150.00	100%	\$3,150.00	\$3,150.00	\$0.00
Phase 6- Construction Administration	\$11,710.00	100%	\$11,710.00	\$0.00	\$11,710.00
Additional Services (MEP)	\$2,840.00	100%	\$2,840.00	\$2,840.00	\$0.00
Reimbursable Expenses	\$500.00	90%	\$449.17	\$449.17	\$0.00
Add Service 1- Pre Test & Balance	\$5,840.00	100%	\$5,840.00	\$5,840.00	\$0.00
GRAND TOTALS	\$69,470.00		\$69,419.17	\$57,709.17	\$11,710.00
Total due Architect/Engineer					\$11,710.00

Please remit payment to the following address:

BKJ, Inc. Architecture
1621 Physicians Drive
Tallahassee, FL 32308

Thank you for your business. Please do not hesitate to call me if you have any questions. We appreciate the opportunity to provide architectural services to your organization.

CERTIFIED TRUE AND CORRECT BY:

Bonnie Davenport
(Signature of Principal)

Bonnie Davenport AIA, President
(Typed Name and Title)

Tallahassee State College
444 Appleyard Drive
Tallahassee, FL 32304
United States of America
Federal ID: 59-1141270
Tax Exemption ID: 85-80-125307-72C8



Change Order

Purchase Order Number	PO-020982 - 1
Purchase Order Date	07/25/2024
Payment Terms	Net 30
Requestor	Jenny Shuler
Phone Number	(850) 201-6200

Supplier:

BKJ, Inc.
1621 Physicians Drive
Tallahassee, FL 32308
United States of America

Ship To:

Tallahassee State College
444 Appleyard Drive
Tallahassee, FL 32304
United States of America

Comments:

PJ-0498 AC Bldg#08 - 2nd Floor Renovations/Upgrades - A/E Fees
Contact: Don.Herr@tsc.fl.edu
Invoice: Jenny.Shuler@tsc.fl.edu
REF: TCC RFQ 2022-11; Approved at the January 17, 2023 BOT Meeting

CHANGE ORDER NO. 1 - Adding new Line#2 in the amount of \$5,840.00 for Additional Services Number 01.
NEW PO TOTAL: \$69,470.00

Bill To:

Tallahassee State College
ATTN: Accounts Payable
444 Appleyard Drive
Tallahassee, FL 32304-2895
United States of America
(850) 201-8525

Currency	Total Lines Amount	Total Tax Amount	Total PO Amount
USD	69,470.00	0.00	69,470.00

Service Lines						
Line Number	Item Name	Description	Start Date	End Date	Due Date	Amount
1		Proposal for full architectural/engineering (A/E) services, from design development through construction administration services, for the proposed improvements to the 2nd floor of the AC building#08 located on TCC Site 1 Campus at 444 Appleyard Drive in Tallahassee, Florida. Specifics per attached proposal dated July 18, 2024.				63,630.00

Director of Procurement and Auxiliary Services
Dustin Frost

Tallahassee State College
444 Appleyard Drive
Tallahassee, FL 32304
United States of America
Federal ID: 59-1141270
Tax Exemption ID: 85-80-125307-72C8



Change Order

Purchase Order Number	PO-020982 - 1
Purchase Order Date	07/25/2024
Payment Terms	Net 30
Requestor	Jenny Shuler
Phone Number	(850) 201-6200

Service Lines						
Line Number	Item Name	Description	Start Date	End Date	Due Date	Amount
2		Additional Services Number: 01 to Provide Pre Test and Balance report for the 2nd and 3rd floor of the AC Building on the TSC campus. See the attached proposal from H2 Engineering for clarification of the scope of work. Specifics per attached proposal dated 10/25/2024.				5,840.00

Messages
Tallahassee State College does not discriminate against any person on the basis of age, color, disability, ethnicity, gender identity, genetic information, marital status, national origin, pregnancy, race, religion, sex, sexual orientation, or veteran status in its programs and activities
Verification of Employment: PER FLORIDA STATUTE 448.095, the firm shall utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all persons employed during the contract term by the firm to perform employment duties within Florida and all persons (including sub-consultants) assigned by the firm to perform work pursuant to the contract with Tallahassee State College.
Purchase Order and Terms and Conditions-Supplier Information for Tallahassee State College: https://www.tsc.fl.edu/about/college/administrative-services/purchasing/supplier-information/
Please send all Invoices to Accounts Payable - "AcctPay@tsc.fl.edu" To ensure timely payments, TSC requires the College's purchase order number to be included on all invoices submitted for payment.
Any questions related to payment of supplier invoices should be directed to the TSC Accounts Payable Office at (850) 201-8565.

INVOICE NO. 3



TO: Tallahassee State College
ATTN: Accounts Payable
444 Appleyard Drive
Tallahassee, Florida 32304-2895

Page: 1 of 1 Pages

TSC Purchase Order No.: PO-022268

FROM: BKJ Inc. Architecture
1621 Physicians Drive
Tallahassee, Florida 32308

Project Name:
Tallahassee State College | AC Building 1st Floor
Improvements
Date: 8/22/2025

THE PRESENT STATUS OF THE ACCOUNT IS AS FOLLOWS:

SERVICE	TOTAL FEE	PERCENT COMPLETE	AMOUNT DUE	LESS PREVIOUSLY BILLED	AMOUNT DUE THIS INVOICE
100% Construction Documents	\$10,381.25	100%	\$10,381.25	\$10,381.25	\$0.00
Permitting/Bid	\$1,413.75	100%	\$1,413.75	\$1,413.75	\$0.00
Construction Administration	\$3,490.00	100%	\$3,490.00	\$0.00	\$3,490.00
Additional Services (MEP)	\$990.00	100%	\$990.00	\$990.00	\$0.00
Other Project Cost	\$100.00	100%	\$100.00	\$100.00	\$0.00
GRAND TOTALS	\$16,375.00		\$16,375.00	\$12,885.00	\$3,490.00
Total due Architect/Engineer					\$3,490.00

Please remit payment to the following address:

BKJ, Inc. Architecture
1621 Physicians Drive
Tallahassee, FL 32308

Thank you for your business. Please do not hesitate to call me if you have any questions. We appreciate the opportunity to provide architectural services to your organization.

CERTIFIED TRUE AND CORRECT BY:


(Signature of Principal)

Bonnie Davenport AIA, President
(Typed Name and Title)

Tallahassee State College
444 Appleyard Drive
Tallahassee, FL 32304
United States of America
Federal ID: 59-1141270
Tax Exemption ID: 85-80-125307-72C8



Purchase Order

Purchase Order Number	PO-022268
Purchase Order Date	12/13/2024
Payment Terms	Net 30
Requestor	Jenny Shuler
Phone Number	(850) 201-6200

Supplier:

BKJ, Inc.
1621 Physicians Drive
Tallahassee, FL 32308
United States of America

Ship To:

Tallahassee State College
444 Appleyard Drive
Tallahassee, FL 32304
United States of America

Comments:

PJ-0543 TCA (AC) Bldg#08 - 1st Floor Renovations/Upgrades - A/E Fees
Contact: Don.Herr@tsc.fl.edu
Invoice: Jenny.Shuler@tsc.fl.edu
REF: TCC RFQ 2022-11; Approved at the January 17, 2023 BOT Meeting

Bill To:

Tallahassee State College
ATTN: Accounts Payable
444 Appleyard Drive
Tallahassee, FL 32304-2895
United States of America
(850) 201-8525

Currency	Total Lines Amount	Total Tax Amount	Total PO Amount
USD	16,375.00	0.00	16,375.00

Service Lines						
Line Number	Item Name	Description	Start Date	End Date	Due Date	Amount
1		Proposal for full architectural/engineering (A/E) services, from design development through construction administration services, for the proposed improvements to the 1st floor of the TCA (AC) building#08 located on TCC Site 1 Campus at 444 Appleyard Drive in Tallahassee, Florida. Specifics per attached proposal dated December 11, 2024.				16,375.00

Messages

Tallahassee State College does not discriminate against any person on the basis of age, color, disability, ethnicity, gender identity, genetic information, marital status, national origin, pregnancy, race, religion, sex, sexual orientation, or veteran status in its programs and activities

Verification of Employment: PER FLORIDA STATUTE 448.095, the firm shall utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all persons employed during the contract term by the firm to perform employment duties within Florida and all persons (including sub-consultants) assigned by the firm to perform work pursuant to the contract with Tallahassee State College.

Purchase Order and Terms and Conditions-Supplier Information for Tallahassee State College:
<https://www.tsc.fl.edu/about/college/administrative-services/purchasing/supplier-information/>

Please send all Invoices to Accounts Payable - "AcctPay@tsc.fl.edu"

Director of Procurement and Auxiliary Services
Dustin Frost

Tallahassee State College
444 Appleyard Drive
Tallahassee, FL 32304
United States of America
Federal ID: 59-1141270
Tax Exemption ID: 85-80-125307-72C8



Purchase Order

Purchase Order Number	PO-022268
Purchase Order Date	12/13/2024
Payment Terms	Net 30
Requestor	Jenny Shuler
Phone Number	(850) 201-6200

To ensure timely payments, TSC requires the College's purchase order number to be included on all invoices submitted for payment.

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INVOICE NO. 5
PROJECT INVOICE NO. 7



TO: Tallahassee State College
ATTN: Accounts Payable
444 Appleyard Drive
Tallahassee, Florida 32304-2895

Page: 1 of 1 Pages

TSC Purchase Order No.: PO-019124

FROM: BKJ Inc. Architecture
1621 Physicians Drive
Tallahassee, Florida 32308

Project Name:
AC Building #8 Third Floor Improvements

Date: 8/22/25

THE PRESENT STATUS OF THE ACCOUNT IS AS FOLLOWS:

SERVICE	TOTAL FEE	PERCENT COMPLETE	AMOUNT DUE	LESS PREVIOUSLY BILLED	AMOUNT DUE THIS INVOICE
BASIC SERVICES					
Design Development	\$20,965.00	100%	\$20,965.00	\$20,965.00	\$0.00
Construction Documents	\$26,400.00	100%	\$26,400.00	\$26,400.00	\$0.00
Permit/Bid	\$3,150.00	100%	\$3,150.00	\$3,150.00	\$0.00
Construction Administration	\$10,350.00	100%	\$10,350.00	\$0.00	\$10,350.00
ADDITIONAL SERVICE					
MEP Existing Conditions	\$2,840.00	100%	\$2,840.00	\$2,840.00	\$0.00
Add Serv. #1	\$1,700.00	100%	\$1,700.00	\$1,700.00	\$0.00
Reimbursable Expenses	\$250.00	100%	\$250.00	\$250.00	\$0.00
GRAND TOTALS	\$65,655.00		\$65,655.00	\$55,305.00	\$10,350.00
Total due Architect/Engineer					\$10,350.00

Please remit payment to the following address:

BKJ, Inc. Architecture
1621 Physicians Drive
Tallahassee, FL 32308

Thank you for your business. Please do not hesitate to call me if you have any questions. We appreciate the opportunity to provide architectural services to your organization.

CERTIFIED TRUE AND CORRECT BY:


(Signature of Principal)

Bonnie Davenport AIA, President
(Typed Name and Title)

Tallahassee State College
444 Appleyard Drive
Tallahassee, FL 32304
United States of America
Federal ID: 59-1141270
Tax Exemption ID: 85-80-125307-72C8



Change Order

Purchase Order Number	PO-019124 - 1
Purchase Order Date	11/20/2023
Payment Terms	Net 30
Requestor	Jenny Shuler
Phone Number	(850) 201-6200

Supplier:

BKJ, Inc.
1621 Physicians Drive
Tallahassee, FL 32308
United States of America

Ship To:

Tallahassee State College
444 Appleyard Drive
Tallahassee, FL 32304
United States of America

Comments:

PJ-0485 AC Bldg#08 Third Floor Renovations/Upgrades - A/E Fees
Contact: Trey.Kimbrel@tcc.fl.edu
Invoice: Jenny.Shuler@tcc.fl.edu
REF: TCC RFQ 2022-11; Approved at the January 17, 2023 BOT Meeting

CHANGE ORDER NO. 1 - Increasing PO by \$1,700 for add services 1 per attached proposal.
NEW PO TOTAL: \$65,655.00

Bill To:

Tallahassee State College
ATTN: Accounts Payable
444 Appleyard Drive
Tallahassee, FL 32304-2895
United States of America
(850) 201-8525

Currency	Total Lines Amount	Total Tax Amount	Total PO Amount
USD	65,655.00	0.00	65,655.00

Service Lines

Line Number	Item Name	Description	Start Date	End Date	Due Date	Amount
1		Proposal for full architectural/engineering (A/E) services, from design development through construction administration services, for the proposed improvements to the 3rd floor of the AC building#08 located on TCC Site 1 Campus at 444 Appleyard Drive in Tallahassee, Florida. Specifics per attached proposal dated November 17, 2023.				65,655.00

Messages

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Director of Procurement and Auxiliary Services
Dustin Frost

Tallahassee State College
444 Appleyard Drive
Tallahassee, FL 32304
United States of America
Federal ID: 59-1141270
Tax Exemption ID: 85-80-125307-72C8



Change Order

Purchase Order Number	PO-019124 - 1
Purchase Order Date	11/20/2023
Payment Terms	Net 30
Requestor	Jenny Shuler
Phone Number	(850) 201-6200

To ensure timely payments, TSC requires the College's purchase order number to be included on all invoices submitted for payment.

Any questions related to payment of supplier invoices should be directed to the TSC Accounts Payable Office at (850) 201-8565.