



YOU AND ME PRE-SCHOOL	1161960
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Receipts and payments accounts


CC16a

For the period from	01/09/2023	To	31/08/2024
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Early Educational Entitlement	87,718	-	-	87,718	87,164
Fees	29,462	-	-	29,462	17,046
Child Enrichment Contribution	1,538	-	-	1,538	-
Registration fees	760	-	-	760	560
Fund raising	3,451	-	-	3,451	1,853
Donations/Sponsorship	275	-	-	275	234
Fruit 'n' Photo Donations	-	-	-	-	1,687
Gift Aid receipts	242	-	-	242	286
Bank interest received	557	-	-	557	171
	-	-	-	-	-
Sub total (Gross income for AR)	124,003	-	-	124,003	109,001
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	124,003	-	-	124,003	109,001
A3 Payments					
Wages & Salaries	77,005	-	-	77,005	76,138
Tax & Payroll	3,596	-	-	3,596	937
Staff training	438	-	-	438	222
Employers Pension Contributions	5,018	-	-	5,018	1,877
Rent	8,280	-	-	8,280	8,280
Business Rates	273	-	-	273	258
Cleaning	5,358	-	-	5,358	5,037
Trade Waste Collection	508	-	-	508	499
SEN Premium	2,870	-	-	2,870	4,024
Insurance(contents/employers/etc)	931	-	-	931	999
Telephone Charges	713	-	-	713	616
EYPP Purchases	736	-	-	736	446
Subscriptions	169	-	-	169	59
Office Costs	593	-	-	593	405
New Toys/Play Equipment	1,320	-	-	1,320	802
New Office Equipment	355	-	-	355	210
Fruit/Snack/Milk Budget	445	-	-	445	636
Miscellaneous admin expenses	307	-	-	307	660
Accountancy	810	-	-	810	792
Consumables	703	-	-	703	1,096
Visits/Trips/Xmas Pty/Open&Ind Day	624	-	-	624	413
Uniform	166	-	-	166	-
Advertising / Promotions	90	-	-	90	194
Utilities	915	-	-	915	-
Sub total	112,223	-	-	112,223	104,600
A4 Asset and investment purchases. (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	112,223	-	-	112,223	104,600
Net of receipts/(payments)	11,780	-	-	11,780	4,401
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	76,754	-	-	76,754	72,353
Cash funds this year end	88,534	-	-	88,534	76,754

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Current account	54,527	-	-
	Reserve account	33,800	-	-
	Petty Cash account	207	-	-
	Total cash funds	88,534	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	Details	-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
	Computer & Electrical Equipment	unrestricted	1,789	-
	Indoor Books/Toys/Games/Puzzles	unrestricted	9,822	-
	Outside Toys/Bikes/Climbing Frames etc	unrestricted	12,132	-
	Furniture	unrestricted	5,450	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
			-	
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees		Signature	Print Name	Date of approval
			Samantha Jarvis	17/06/25

Trustees' Annual Report for the period									
		Period start date					Period end date		
	Day	Month	Year		Day	Month	Year		
From	01	09	2023	To	31	08	2024		

Section A Reference and administration details

Charity name	YOU AND ME PRE-SCHOOL
Other names charity is known by	
Registered charity number (if any)	1161960
Charity's principal address	The Cabin, Church of Our Saviour
	Ashton Place, Chelmer Village
	Chelmsford, Essex
Postcode	CM2 6ST

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Peter Gordon	Chairperson	To 16/7/24	
2	Kellie Deacon	Secretary	To 26/9/23	
3	Victoria Edwards	Treasurer	To 26/9/23	
4	Stephanie Jones		To 26/9/23	
5	Katie Aspinell		To 26/9/23	
6	Jill Burtenshaw		To 12/3/24	
7	Benjamin Cooke	Chairperson	From 16/7/24	
8	Leanne Ferris			
9	Leanne Smith			
10	Aswad Manzoor	Secretary & Deputy Chair		
11	Ellie Cooke		To 12/3/24	
12	Sarah Stanger			
13	Muhammad Imran Khan	Treasurer	To 16/7/24	
14	Donna Chunn	Treasurer	From 16/7/24	
15	Samantha Jarvis		From 16/7/24	

Names of the trustees for the charity, if any, (for example, any custodian trustees)

Name	Dates acted if not for whole year
N/A	

Names and addresses of advisers (optional information)

Type of adviser	Name	Address
N/A		

Name of chief executive or names of senior staff members (Optional information)

N/A

Section B Structure, governance and management

Description of the charity's trusts

Type of governing document (eg. trust deed, constitution)	CIO Constitution re-adopted at the charity AGM on 26/09/2023
How the charity is constituted (eg. trust, association, company)	Pre-School Learning Alliance association consisting of members
Trustee selection methods (eg. appointed by, elected by)	Trustees are appointed or reappointed annually at the Annual General Meeting

Additional governance issues (Optional information)

You **may choose** to include additional information, where relevant, about:

- policies and procedures adopted for the induction and training of trustees;
- the charity's organisational structure and any wider network with which the charity works;
- relationship with any related parties;
- trustees' consideration of major risks and the system and procedures to manage them.

You & Me Pre-school is a non-profit making organisation and a registered Charity, and it became active as a CIO (charitable incorporated organisation) on 7th Dec 2017 – registered charity number 1161960.

You and Me Pre-School CIO, was registered with Ofsted on 7th Dec 2017, with a setting reference number of EY546639.

All trustees have to do the following for their induction into the Pre-School Committee;

1. Read and understand the adopted constitution
2. Be shown the You & Me Pre-Schools Policies and Procedures, in order that they can be referenced when required
3. Read the EYFS (Early Years Foundation Stage)
4. Complete OFSTED EY2 form, and DBS check
5. Be given copies of Committee and Staff structures and contact lists
6. Updated on forthcoming events and current issues and tasks.

You & Me Pre-School is a non-profit making organisation and a registered Charity. Since December 2017 we have been operating as a charitable incorporated organisation (CIO) - You and Me Pre School CIO – registered charity number 1161960.

The Pre-School is a member of the Early Years Alliance, and the Manager participates in local Sub-Committee meetings, and signposts parents and

practitioners to the support services available. Staff and the Committee attend Early Years training, briefings and regularly consult its publications.

The charity rents its premises from 'The Church of Our Saviour'.

The charity's Policies and Procedures are all reviewed and updated at least annually.

Section C Objectives and activities

Summary of the objects of the charity set out in its governing document

The charity works for the public benefit having as its objects the development and education of children and young people in particular by:

1. Promoting their care and safety.
2. Promoting their education and promoting parental involvement.
3. Promoting their health and wellbeing.
4. Providing services to support them and their families and carers.
5. Providing services to individuals holding membership of the CIO.
6. Furthering the aims of the Pre-School Learning Alliance.

You & Me Pre-School provides a much-needed service for the local community as well as giving the children that attend a great start. The charity works for the public benefit having as its objects the development and education of children and young people in particular by:

1. **Promoting their care and safety;** Our setting works with children, parents and the community to ensure the rights and safety of children and to give them the very best start in life. All the correct policies and procedures are in place to ensure that optimal care and safety is achieved.
2. **Promoting their education and promoting parental involvement.** By using the EYFS framework, we promote teaching and learning that ensures children's 'school readiness' and gives children the broad range of knowledge and skills that provide the right foundations for school and through life. We have a specially tailored curriculum designed to achieve approved 'learning outcomes' of the EYFS: Personal, social and emotional development, Mathematics, Knowledge and understanding of the World, Physical development and Creative development. Children benefit most when parents and the Pre-School work together in partnership. We actively encourage parental involvement in their child's education, management and governance of the setting. Research shows that it can be a great benefit for children, who achieve more when their parents are involved in their education from a young age. Parents benefit from being given opportunities to meet like-minded people, develop close social networks and forge links in the local community - especially beneficial to parents who have recently moved to the area.
3. **Promoting their health and wellbeing;** Children's earliest years are recognised as vital in enabling them to reach their full potential. In our setting the children have the opportunity to

Summary of the main activities undertaken for the public benefit in relation to these objects (include within this section the statutory declaration that trustees have had regard to the guidance issued by the Charity Commission on public benefit)

increase confidence and independence, to enable them to make decisions for themselves and be responsible for their actions, to have fun and build friendship with other children. The children receive individual care and attention, which is made possible by our high ratio of adults to children. The children receive reassurance, appropriate praise and encouragement to try new activities in a safe and supportive environment. The Pre-School has staff trained and with experience in the following areas; working with children with behavioural problems, working with children with speech and language and communication needs, working with children on the Autistic spectrum, working with children with allergies and special education needs.

- 4. Providing services to support them and their families and carers;** By providing early years care and education we are enabling children's growth and development, as well as supporting their family to return to work, which benefits the community in many ways. All children have the support of a personal key-worker as we believe that children settle best when they have a key person to relate to, who knows them and their parents well, and who can meet their individual needs. Research shows that a key person approach benefits the child, the parents, the staff and the setting by providing secure relationships in which children thrive, parents have confidence and staff are committed.
- 5. Providing services to individuals holding membership of the CIO;** Membership of the charity applies to all parents. Studies have revealed that Pre-Schools are much more than just nurseries or playgroups to members i.e. parents. The Pre-School Staff and committee also offer families practical and emotional support, valuable information, training and employment opportunities, help and advice on parenting, education, health, social security and housing matters. The Pre-School encourages and support parents to play an active part in the governance and management of the setting. The elected trustees are mainly parents of children who attend the setting. Membership gives parents the opportunity to shape the services the Pre-School provides. This benefits the child and family because it means that parents receive the right childcare for their needs. Parents who actively participate in the management and governance of the setting and the fundraising gain a sense of achievement and self-satisfaction by participating in rewarding work for a good cause, and giving something back to their local community. On a professional level, for parents actively involved in the Committee and the running of the Pre-School, it provides a chance for them to keep their minds active, learn new skills, and help them to return to work.
- 6. Furthering the aims of the Pre-School Learning Alliance.** All children who attend the Pre-School, its members, employees and

associates benefit from the Pre-Schools membership of the Pre-School Alliance.

Additional details of objectives and activities (Optional information)

You **may choose** to include further statements, where relevant, about:

- policy on grant making;
- policy programme related investment;
- contribution made by volunteers.

The Pre-School is reliant on the services of Volunteers who give up their time to be members of the Committee. We rely heavily on them to not only help with the general running and development of the Pre-School but also to maximise the use of their skills and experience in an assortment of disciplines such as Fundraising. The change of date for the AGM (to July) resulted in (overall) more Trustees/changes during this academic year.

The pre-school is proud to have been awarded an Ofsted OUTSTANDING assessment following an inspection in Summer 2022 and efforts continued to be made to maintain this level of performance. The ongoing legacy of home working post-Covid continued to have an influence on our ability to recruit Committee members, although we were able to meet relevant levels.

In addition to You and Me's continued commitment to supporting the Essex Early Years and Childcare Charter, (a set of minimum principles that early years and childcare providers and partners commit to), in the current year, the pre-school also gave its support to the Government and Essex County Council initiative called Childcare Choices. This is a one-stop online facility providing Parents/Carers with options for child care issues.

Section D Achievements and performance

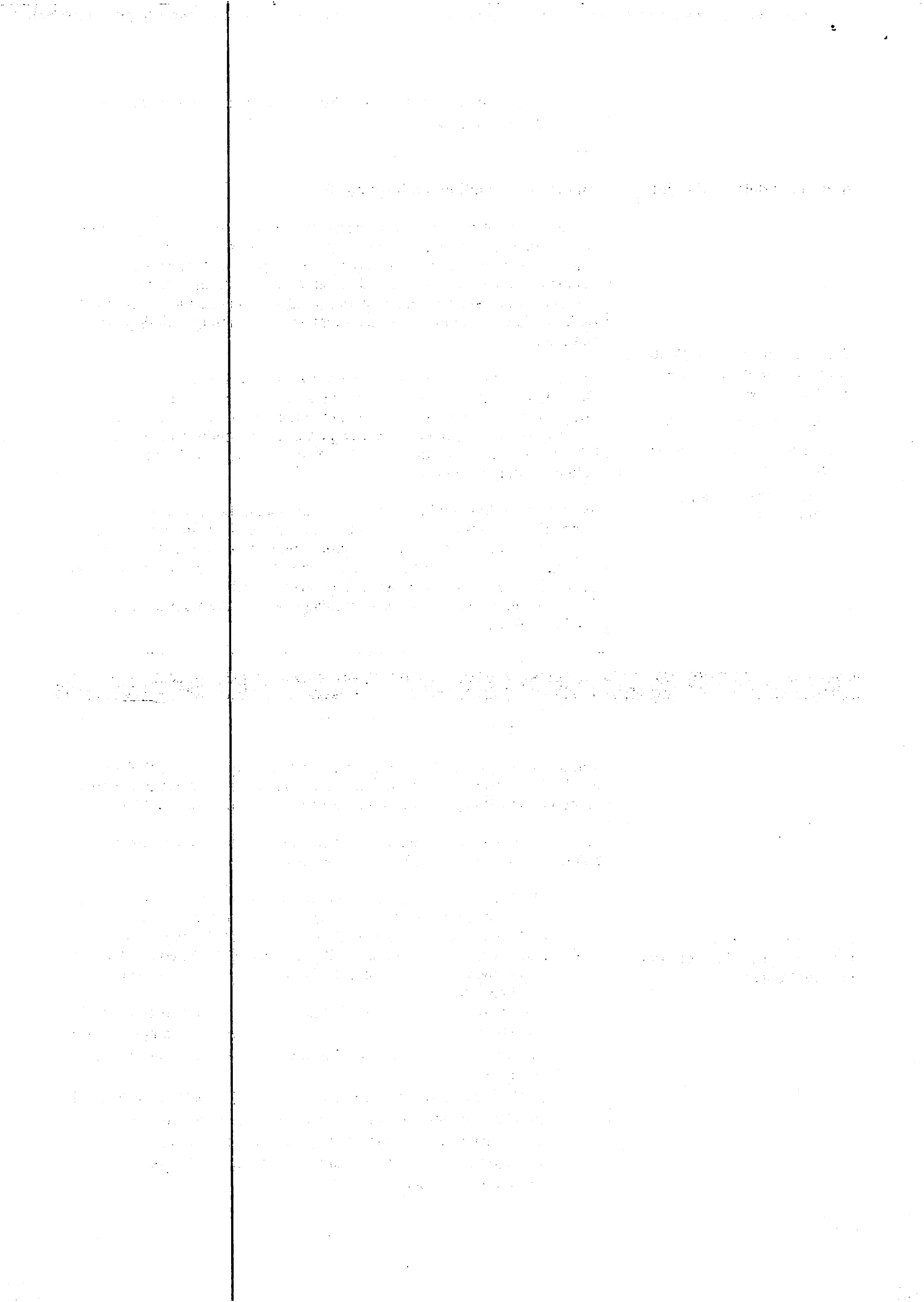
Summary of the main achievements of the charity during the year

Financial Summary

The financial year for the charity was 1st September 2023 – 31st August 2024. The performance continued to be reasonable following the impact of the Coronavirus pandemic and closure of the Pre-School in 2020

This financial year had a good starting financial basis, with a starting balance of £43,304 plus £33,353 in the reserve funds.

1. The Pre-School finished the financial year in a good position with a creditable profit of £11,780. Staff costs continue to be the largest part of Pre-School expenditure and, at 76%, even taking into account the Government's 9.8% increase in the National Minimum Wage (NMW) implemented in April 2024, this was similar to the previous year.
2. The Pre-School had a creditable overall 87% occupancy rate for the whole year and this translated into a yearly average profit of £1.69 per child per session. Occupancy was 100% at the end of the academic year.
3. Staff salaries were reviewed and increased in April 2024 in line with the Government's National Minimum Wage directive (9.8%). This was similar to the previous year. We continued the careful management of our staff resources, utilising 'bank' staff to fill in as and when necessary.



4. We achieved our Fundraising target of £2500 primarily as a result of our Christmas and Summer Fayres. However, £1278 of this was spent on necessary purchases such as a replacement laptop, work done on the outside garden area a new pre-school printer, storage units and desks.
5. We benefited from increased funding rates agreed by the Local Authority

Charities Management. The Charity had between 5 - 6 trustee members at any time (out of 12 available committee positions). The day-to-day management of the Pre-School is carried out by the Pre-School Manager and the Business Manager.

Main Routine Annual Tasks completed;

- Pre-School's CIO Charity commission Report & Financial report for 2022/23
- Renewal of Pre-School Insurance: liability, indemnity and contents
- Ofsted and Pre-School Alliance memberships
- Staff and committee DBS checks
- Staff contracts
- Pre-School Fees review
- Review of Policies and Procedures
- Communication to Parents – face to face contact occurs daily but we also communicate via E Mails and letters. Posts on our Facebook page are also a useful form of quick communication.
- Physical Half Termly Committee Meetings
- The Covid pandemic and lockdown in 2020 resulted in the Annual General Meeting being held at the end of September annually rather than in July. This helped in the recruitment of new Committee members as more new parents attend rather than a significant number whose children will be leaving the pre-school for state schools. However, in the current year, the AGM reverted to July as the outgoing Chairperson had (by then) served his maximum five-year term under the rules of our Constitution.

Additional Tasks Completed by Committee:

IT & Website. Facebook continued to be popular for communication with parents/carers and a weekly summary of the activities undertaken continues to be published at the end of each week. It is also used to provide other information about Early Years matters.

We previously had two suppliers for our E Mail and website services but we moved to a single supplier for both because it was more effective. Our new website was created in the current year and is updated regularly. The re-branding of our pre-school together with its new logo, staff uniforms and signage was implemented from the start of the 2023/24 Academic year.

Staff/Structure. The modified staff structure including a new, senior position, which provides greater potential for career development among our long serving staff, was implemented from the start of the 2023/24 Academic year in September 2023.

Premises. Our landlord (Church of Our Saviour), presented us with a new formal Rental Agreement detailing our respective responsibilities. Negotiations on the final terms continued throughout the year. However, the installation of a dedicated electricity meter for the pre-school was implemented immediately and this proved very useful in maintaining accurate (and reasonable) usage against the general background of increasing energy costs.

Admissions. We started the academic year with an occupancy level of 66% and finished on 100% with an overall average for the year of 87%. Our Occupancy levels are a very important driver in our financial performance and we were encouraged by the figures reported

Christmas Fayre. The Christmas Fayre in December 2023 was very successful and contributed £1780 to our overall fundraising target. This was achieved, once again, through the diligent efforts of Committee members and staff.

Session Fees – Session Fees were increased by £0-50 per hour during the year

ICO – The Pre-School renewed its registration with the Information Commissioner's Office (ICO) as per the GDPR law. Ref number ZA431694.

Other - We introduced a new Terms and Conditions document to all Parents/Carers

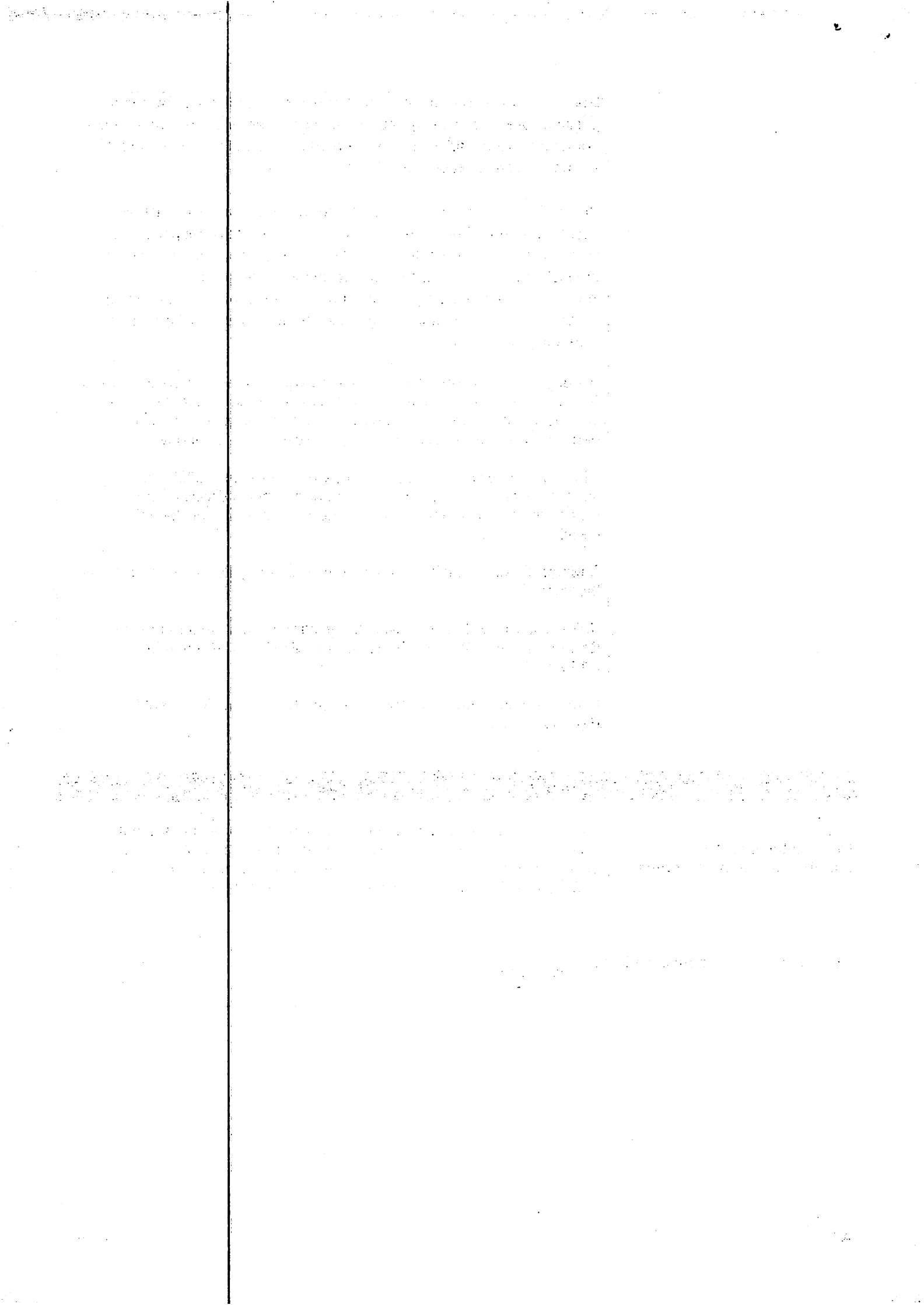
Section E Financial review

Brief statement of the charity's policy on reserves

The Pre-School aims to hold 3 months' worth of running costs in the reserve account. This is to maintain a reasonable level of reserves to cover unforeseen circumstances. The reserve account at the end of 2023/4 was £33,800 and we keep this under regular review.

Details of any funds materially in deficit

Not applicable



Further financial review details (Optional information)

You **may choose** to include additional information, where relevant about:

- the charity's principal sources of funds (including any fundraising);
- how expenditure has supported the key objectives of the charity;
- investment policy and objectives including any ethical investment policy adopted.

The charity's principal source of funding continues to be from the Early Years Government Funding which applies to all children from the term after their 3rd birthday. This is now extended to children aged 2 years. This is paid by Essex County Council.

Another source of income for the charity are the fees charged for all children not eligible for government funding.

Child Enrichment fund (previously known as Fruit 'n' Photo fund) - A voluntary donation is requested from those whose children are funded by the government grant to help cover costs of snacks and other items consumed at the Pre-School. These donations continue to provide an additional source of funds to cover increasing costs.

The ongoing adverse UK economy and increasing costs prompted us to increase the cost per three-hour session to £18.

The two prime fundraising events are the Summer and Christmas Fayres but we also continue to conduct small events within the pre-school each term e.g. cake bake/potted sunflowers etc.

Section F Other optional information

The long-serving Pre-School Manager tendered her resignation effective from the end of the academic year (July) to take up a career development role in the local Early Years arena – but not in competition with us. The role was paged in various places and we hope to find and appoint a successor from the beginning of the next academic year.

Section G Declaration

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the Charity's trustees

Signature(s)



Full name(s)

Mrs Samantha Jarvis

Position (eg
Secretary,
Chair etc)

Chairperson

Date

17/06/25

1. The first part of the report is a general introduction to the subject.

2. The second part of the report is a detailed description of the methods used in the study.

3. The third part of the report is a discussion of the results of the study.

4. The fourth part of the report is a conclusion and a list of references.

5. The fifth part of the report is a summary of the main findings of the study.

6. The sixth part of the report is a list of the names of the authors and their affiliations.

7. The seventh part of the report is a list of the titles of the papers presented at the conference.

8. The eighth part of the report is a list of the names of the speakers.

9. The ninth part of the report is a list of the names of the organizers.

10. The tenth part of the report is a list of the names of the sponsors.

11. The eleventh part of the report is a list of the names of the participants.

12. The twelfth part of the report is a list of the names of the members of the committee.

13. The thirteenth part of the report is a list of the names of the members of the audience.



Independent examiner's report on the accounts

Section A

Independent Examiner's Report

Report to the trustees/
members of

Charity Name
YOU AND ME PRE-SCHOOL

On accounts for the year
ended

31/08/2024

Charity no
(if any)

1161960

Set out on pages

(remember to include the page numbers of additional sheets)

Respective responsibilities
of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and
- to state whether particular matters have come to my attention.

Basis of independent
examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent examiner's
statement

In connection with my examination, no matter has come to my attention (other than that disclosed below *)

1. which gives me reasonable cause to believe that in, any material respect, the requirements:
 - to keep accounting records in accordance with section 130 of the Charities Act; and
 - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Acthave not been met; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

* Please delete the words in the brackets if they do not apply.

Signed:

Date:

19/6/2025

Name:

ADAM HOTSON

Relevant professional
qualification(s) or body (if
any):

FCCA

Address:

Office 2 The Reach, 687-693 London Rd, Westcliff on Sea, Essex. SS0 9PD

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Keywords: child sexual abuse; disclosure; disclosure strategies

1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 26

RESEARCH DESIGN

1. *Phragmites* (common)

1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 26

1. The first step in the process of identifying a problem is to recognize that a problem exists. This is often done by comparing current performance with a desired state or goal. If there is a significant difference, a problem is identified.

1. The first of these is the fact that the
2. second of these is the fact that the
3. third of these is the fact that the
4. fourth of these is the fact that the
5. fifth of these is the fact that the
6. sixth of these is the fact that the
7. seventh of these is the fact that the
8. eighth of these is the fact that the
9. ninth of these is the fact that the
10. tenth of these is the fact that the

the 1990s, the number of people in the United States who are 65 years of age or older is projected to increase from 20 million to 35 million, and the number of people 75 years of age or older is projected to increase from 10 million to 17 million (U.S. Census Bureau, 1996). The number of people 85 years of age or older is projected to increase from 2 million to 4 million (U.S. Census Bureau, 1996). The number of people 90 years of age or older is projected to increase from 500,000 to 1 million (U.S. Census Bureau, 1996). The number of people 95 years of age or older is projected to increase from 100,000 to 200,000 (U.S. Census Bureau, 1996). The number of people 100 years of age or older is projected to increase from 10,000 to 20,000 (U.S. Census Bureau, 1996).

[illegible]

19. *How do you feel about the way the company is run?*

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Section B	Disclosure
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Only complete if the examiner needs to highlight material problems.

