



7145 Babcock Street, S.E.
Palm Bay, Florida 32909
Phone (321) 723-0650
Fax (321) 722-1117
www.royalpalmcharter.com

4/12/23 @ 5:30 PM

Board of Directors Meeting Minutes

Directors:

Lori Grodecky, President
Erik Brown, Vice President
Alisha D'Alessandro Rozynski, Secretary
Kyley Haynes, Treasurer
Rachel Costa, Member

- I. **Call to Order** *Rozynski called meeting to order, Costa 2nd*
- II. **Roll Call** *Brown, Rozynski, Haynes, Costa, and Becka via Zoom, Sviben in person*
- III. **Reports and Presentations:** *Rozynski motioned to adopt the agenda, Costa 2nd*
 1. Budget Update
 - i. BVA Becka explained some areas that were high because we had expenses that were not planned for like Glatz payout (\$66,200), and the parking lot project. We did not have the exact numbers when we did the preliminary budget. Sviben mentioned that the Surtax funds that we receive can go toward those expenses so it should cover those out-of-pocket costs.
 - ii. Balance Sheet Becka reviewed the attachment.
 - iii. Engagement Letter – Audit Becka informed the board that the prior auditing firm is no longer doing charter school audits. We had two responses to the RFP sent out, HLB Grazer and James Moore – Becka recommended Grazer based on the easiness to work with to get the RFP and much lower cost.
 2. Admin Update – Sviben
 - i. Enrollment – see attachment Sviben reviewed the attachment and explained that the current openings in 7th she anticipated would be filled by the time school started. Last year we had a significant waiting list in the Middle School grade levels. She informed the board that all the K spots were filled by VPK students rolling up or siblings of current students. There was not any available space for incoming new students. Sviben anticipates the largest enrollment in awhile for 23-24 school year
 - ii. Staff Update Sviben discussed staffing updates – Swenson in 5th grade was struggling and Sviben has been in 5th grade since before Spring Break. Mrs. Mellott got her certification for ESE officially so Sviben plans to move her to
 1. Current Staffing
 1. Sviben in 5th
 2. Irizarry/B. Steelman Permanent Sub
 3. Shafer and Rexach received Professional Certificates
 4. Hambidge, Vernon, Mellot, Turbush, Sviben added Reading Endorsement
 5. T. Steelman and Mellot added ESE Endorsement
 6. Discuss Mellot salary
 2. Anticipated openings for 23-24
 3. N. LaBrecque Temporary Extension Request Needs board approval to request 2 year extension
 3. Public Records Request/Annual Meeting – Amendment to By-Laws – Sviben
Sviben discussed the public records request board members received for the annual meeting minutes. This led to a discussion with the attorney because historically the board has not officially re-elected

positions on a yearly basis – This will need to be done moving forward. In discussion, they reviewed the by-laws and made the following suggestions.

From Attorney: (suggested updates to by-laws)

- The term of Directors is not established in Section 4.4. I amended this to put one year
 - I updated Section 4.6 to be compliant with Section 617.0808, Florida Statutes, which requires a two-thirds vote to remove a director without cause.
 - I completely rewrote Section 4.11. This section did not seem to allow Directors to attend meetings telephonically or virtually. I added language that would now allow them to be counted as present even if they are not physically present.
 - I noticed the current Bylaws are not dated nor is there a certification showing that they were actually adopted. For this reason, I am having the Board also ratify the current Bylaws through this Amendment.
 - Changed the number of board meetings from 6 to 4 to agree with charter contract
4. Discuss New Building Sviben discussed the updated LOI and that the loan has gone to the USDA for final approval then it will go back to Ameris for closing. The biggest delay was the County approval of the changes to the carloop to ensure that the back up onto Babcock was significantly reduced, once they agreed to this we had to get updates to the budget because so much time had lapsed. All of the information has been submitted, USDA has a 30-60 day timeline typically.

i. LOI

ii. Progress/Timeline

IV. Consent Agenda: Haynes motioned to adopt consent agenda, Rozynski 2nd

1. Approve LOI
2. Approve RFP – HLB Grazier
3. Approve LaBrecque Extension
4. Approve Amendment to Charter By-Laws
5. Approve RBT Packet
6. Approve Board Meeting Minutes 2/8/23

V. Non-Consent Agenda:

1. Next Meeting: Wednesday, June 13, 2022 at 3:00 PM

VI. Public Comment: None

VII. Motion to Adjourn: Haynes motioned to adjourn, Rozynski 2nd


Board Approval

Erik Brown
Royal Palm Charter School
Board Vice President

6/14/2023
Date



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Board of Directors Meeting Agenda

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I. Call to Order

II. Roll Call

III. Reports and Presentations:

1. Budget Update
 - i. BVA
 - ii. Balance Sheet
 - iii. Engagement Letter - Audit
2. Admin Update – Sviben
 - i. Enrollment – see attachment
 - ii. Staff Update
 1. Current Staffing
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 2. Irizarry/B. Steelman Permanent Sub
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 - i. LOI
 - ii. Progress/Timeline

IV. Consent Agenda:

1. Approve LOI
2. Approve RFP
3. Approve LaBrecque Extension
4. Approve Amendment to Charter By-Laws
5. Approve RBT Packet
6. Approve Board Meeting Minutes

V. Non-Consent Agenda:

1. Next Meeting: Wednesday, June 22, 2022 at 5:30PM

VI. Public Comment:

VII. Motion to Adjourn:

Royal Palm Charter
Profit & Loss Budget vs. Actual
July 2022 through March 2023

Accrual Basis

	Jul '22 - Mar 23	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
3200 - Federal through state and local				
3230 - IDEA Funds	7,453.34			
3240 - Title I	107,247.93	156,363.00	-49,115.07	68.6%
3261 - School Lunch Reimbursement	145,997.23	91,182.00	54,815.23	160.1%
3270 - ESSR CARES	182,612.54	459,315.00	-276,702.46	39.8%
3200 - Federal through state and local - Other	27,496.14			
Total 3200 - Federal through state and local	470,807.18	706,860.00	-236,052.82	66.6%
3300 - State sources				
3310 - FEFP	1,797,730.41	2,286,270.00	-488,539.59	78.6%
3311 - ED Fac Security Grant	1,143.90			
3330 - Classroom Supply Assistance	5,689.89			
3361 - School Recognition Funds	61,528.00			
3371 - VPK	111,233.82			
3397 - Capital Outlay Funds	152,928.00	188,739.00	-35,811.00	81.0%
3399 - Miscellaneous State Sources	-7,453.34			
Total 3300 - State sources	2,122,800.88	2,475,009.00	-352,208.32	85.8%
3400 - Revenue from Local Sources				
3398 - Sales surtax	195,244.51	259,720.00	-64,475.49	75.2%
3440 - Donations	500.00			
3451 - Student Lunches	686.84			
3473 - School-Age Child Care Fees	55,338.76	60,332.00	-4,993.24	91.7%
3474 - PTO	8,776.64			
3477 - Clubs & Sports	4,723.13			
3490 - Miscellaneous Local Sources				
3495 - Other Misc Local Sources	7,962.22			
3490 - Miscellaneous Local Sources - Other	17,742.91	17,133.00	609.91	103.6%
Total 3490 - Miscellaneous Local Sources	25,705.13	17,133.00	8,572.13	150.0%
Total 3400 - Revenue from Local Sources	290,977.01	337,185.00	-46,207.99	86.3%
Total Income	2,884,584.87	3,519,054.00	-634,469.13	82.0%
Gross Profit	2,884,584.87	3,519,054.00	-634,469.13	82.0%
Expense				
100 - Salaries				
110 - Administrator	375,215.34	328,750.00	46,465.34	114.1%
111 - Administrator - Bonus	2,500.00			
120 - Classroom Teacher	1,123,011.81	1,243,619.00	-120,607.19	90.3%
121 - Classroom Teacher - Bonus	1,087.82			
130 - Other Certified	-1,652.33	48,689.00	-50,341.33	-3.4%
160 - Other Support Personnel	86,586.09	167,825.00	-81,238.91	51.6%
Total 100 - Salaries	1,586,748.73	1,788,883.00	-202,134.27	88.7%

Royal Palm Charter
Profit & Loss Budget vs. Actual
July 2022 through March 2023

Accrual Basis

	Jul '22 - Mar 23	Budget	\$ Over Budget	% of Budget
200 · Employee Benefits				
210 · Retirement	27,701.03	52,858.00	-25,156.97	52.4%
220 · Social Security	114,180.79	133,661.00	-19,480.21	85.4%
230 · Group Insurance	173,711.55	228,988.00	-55,274.45	75.9%
240 · Worker's Compensation	486.25	9,849.00	-9,360.75	5.0%
250 · Unemployment Compensation	351.25			
Total 200 · Employee Benefits	316,432.87	425,354.00	-108,921.13	74.4%
300 · Purchased Services				
310 · Professional & Technical Svcs	90,540.75	211,091.00	-120,550.25	42.9%
320 · Insurance and Bond Premiums	21,709.58	38,200.00	-16,490.42	56.8%
330 · Travel	6,813.87	4,800.00	2,013.87	142.0%
350 · Repairs and Maintenance	15,205.38	10,500.00	4,705.38	144.8%
360 · Rentals	78,910.15			
365 · Software Subscriptions	20,389.88			
370 · Communications	2,075.77			
380 · Public Utility Services	10,994.60			
390 · Other Purchased Services	104,870.70	66,200.00	38,670.70	158.4%
Total 300 · Purchased Services	351,510.68	330,791.00	20,719.68	106.3%
400 · Energy Services				
430 · Electricity	40,619.37	47,980.00	-7,360.63	84.7%
Total 400 · Energy Services	40,619.37	47,980.00	-7,360.63	84.7%
500 · Materials & Supplies				
510 · Supplies	98,801.58	39,640.00	59,161.58	249.2%
520 · Textbooks	97,500.62	166,867.00	-69,366.38	58.4%
570 · Food	54,755.06	65,488.00	-10,732.94	83.6%
Total 500 · Materials & Supplies	251,057.26	271,995.00	-20,937.74	92.3%
513 · Yearbook	150.00			
600 · Capital Outlay				
640 · Furniture, Fixtures & Equipment				
641 · Capitalized F F & E	9,492.77	88,500.00	-79,007.23	10.7%
642 · Noncapitalized F F & E	3,512.90	11,000.00	-7,487.10	31.9%
644 · Noncap Computer Hardware	0.00			
640 · Furniture, Fixtures & Equipment - Other	8,400.00			
Total 640 · Furniture, Fixtures & Equipment	21,405.67	99,500.00	-78,094.33	21.5%
672 · WIP	214,869.63			
Total 600 · Capital Outlay	236,275.30	99,500.00	136,775.30	237.5%

Royal Palm Charter
Profit & Loss Budget vs. Actual
July 2022 through March 2023

Accrual Basis	Jul '22 - Mar 23	Budget	\$ Over Budget	% of Budget
700 - Other Expenses				
710 - Redemption of Principal	42,397.91	233,496.00	-191,098.09	18.2%
720 - Interest	132,723.55	100,000.00	32,723.55	132.7%
730 - Dues & Fees	45,749.63	81,336.00	-35,586.37	56.2%
79017 - Student Activity - Clubs	605.00			
Total 700 - Other Expenses	221,476.09	414,832.00	-193,355.91	53.4%
Total Expense	3,004,270.30	3,379,335.00	-375,064.70	88.9%
Net Ordinary Income	-119,685.43	139,719.00	-259,404.43	-85.7%
Net Income	-119,685.43	139,719.00	-259,404.43	-85.7%

Enrollment Update as of 4/12/23

	22-23 Enrolled	23-24 Enrolled	Openings	Applications
VPK	29	30	0	13
K	35	36	0	24
1ST	36	36	0	10
2ND	34	36	0	7
3RD	36	36	0	11
4TH	32	42	2	0
5TH	42	36	8	0
6TH	25	42	2	8
7TH	44	32	12	0
8TH	43	44	0	2
	356(327)	340(370)		



Royal Palm Charter School

Year Round Schedule

Established July 2000

7135 S Babcock St. Palm Bay FL 32909 (321) 723-0650



Florida Department of Education
Bureau of Educator Certification
Room 201, Turlington Building
325 West Gaines Street
Tallahassee, FL 32399-0400

Date April 4

RE: Teacher Name: Neal LaBrecque II
FL DOE License Number 1431196
Two-year Temporary Extension Request

To Whom It May Concern:

Royal Palm Charter School is writing to request a one-time Two-year Extension of a FL DOE Temporary Certificate for Neal LaBrecque II. In accordance with State Board Rule 6A.4.004 (1)(c), the charter school governing board can request an extension on behalf of the teacher who meets specific criteria:

- Medical/Injury
- Highly Effective Summative Rating
- Active Duty Military Spouse
- Extenuating circumstances
- Two-year Mentorship Program

Neal LaBrecque has met the extenuating circumstances criteria. Supporting documents for your consideration are attached.

Attachment(s)
Email: board@royalpalmcharter.com

**FIRST AMENDMENT TO BYLAWS OF
ROYAL PALM CHARTER SCHOOL, INC.**
(a Florida not-for-profit corporation)

Effective Date: 2/9/2023

THIS FIRST AMENDMENT TO BYLAWS (“**Amendment**”) of Royal Palm Charter School, Inc. (“**Corporation**”) is intended to amend the Bylaws of the Corporation which were previously adopted by the Board of Directors (“**Board**”).

WHEREAS, the Board wishes to ratify the Bylaws and to amend certain sections of the Bylaws, as set forth more fully below.

NOW THEREFORE, in consideration of the foregoing premises, the Bylaws of the Corporation are ratified and amended as follows:

1. **Ratification.** The Bylaws are attached hereto as Exhibit “A” and ratified by the Board, subject to the amendments and changes set forth below.

2. **Section 4.4.** Section 4.4 of the Bylaws is amended to read as follows:

Section 4.4. Election of Directors. Directors shall be elected by the Board by a majority vote of the Board at any regular or special meeting where a quorum is present. In the event the number of Directors then in office is less than a quorum, a vacancy on the Board may be filled by approval of a majority of Directors then in office. Directors shall be elected for a term of one (1) year and there shall be no term limits.

3. **Section 4.6.** Section 4.11 of the Bylaws is amended to read as follows:

Section 4.6. Resignation or Removal of Directors. A Director of the Corporation may resign at any time by tendering his or her resignation in writing to the Corporation, which resignation shall become effective upon the date specified therein, or if no date is specified, upon receipt by the Corporation at its principal place of business. The Board, by a majority vote, may remove, ~~with or without cause,~~ any Director with cause, and by a two-thirds vote may remove any Director without cause, and specifically, but not by way of limitation, may remove any Director from the Board for failing to attend three (3) consecutive meetings of the Board. The notice of a meeting of the Board to remove a member of the Board shall state the specific director(s) sought to be removed. Any Director removed from office shall turn over to the Corporation within 72 hours any and all records of the Corporation in his or her possession.

4. **Section 4.10.** Section 4.10 of the Bylaws is amended to read as follows:

Section 4.10. Regular Meetings. The Board shall meet at least ~~six (6)~~ four (4) times each year, including the annual meeting. All meetings shall be held at the principal location of the Corporation, unless otherwise designated by the Board.

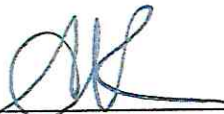
5. **Section 4.11.** Section 4.11 of the Bylaws is deleted in its entirety and replaced with the following:

Section 4.11. Quorum and Voting. A majority of the full number of Directors then in office shall constitute a quorum of the Board for the transaction of business, except as otherwise set forth in Section 4.4. A quorum may be established by in-person attendance or by attendance through communications media technology in accordance with the requirements of Section 1002.33(9), Florida Statutes. When a quorum is present, a majority of the Board members present may take any action on behalf of the Board, except to the extent that a larger number is required by law, by a charter contract, or by these Bylaws. Each Director shall have one (1) vote on any matter for which a vote is taken. Every act of a majority of the Directors present at a meeting duly held at which a quorum is established shall be regarded as the act of the Board.

6. **Effects.** The Bylaws will remain in full force and effect, subject to the amendments and changes set forth in this Amendment.

Certification

The foregoing Amendment was adopted by at least a two-thirds (2/3) vote of the Board of Directors at a duly noticed meeting held on the 8th day of February, 2023 and effective as of the Effective Date.



Alisha Rozysnki, Secretary
2/8/2023

Date

EXHIBIT "A"
Bylaws

[follows on next page]

BYLAWS
ROYAL PALM CHARTER SCHOOL, INC.
A Florida Not-for-Profit Corporation

ARTICLE I
NAME

Section 1.1. Name. The name of the Corporation shall be Royal Palm Charter School, Inc. (the "Corporation").

ARTICLE II
ORGANIZATION

Section 2.1. Statement of Purposes. The purpose of this Corporation, as expressed in its Articles of Incorporation, shall be to operate a Florida public charter school, and to distribute the whole or any part of the income therefrom and the principal thereof exclusively for such purposes, either directly or by contributions to other educational organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code and the Regulations issued pursuant thereto (the "Code"), as they now exist or as they may hereafter be amended.

Section 2.2 Dissolution. In the event of the dissolution of the Corporation, the Board of Directors ("Board") shall, after paying or making provision for the payment of all of the liabilities of the Corporation, and after disposing of all remaining assets according to applicable Florida law, shall dispose of all of the remaining assets of the Corporation, exclusively for the purposes of the Corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, educational, religious or scientific purposes, as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States Internal Revenue Law), as the Board shall determine. Any of such assets not so disposed of shall be disposed of by the court having proper jurisdiction in the county where the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine, which are organized and operated exclusively for such purposes.

Section 2.3 Limitation on Activities. No substantial part of the activities of the Corporation shall be the carrying on or propaganda, or otherwise attempting to influence legislation (except as otherwise provided by Section 501(h) of the Internal Revenue Code) and this Corporation shall not participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of, or in opposition to, any candidate for public office. Notwithstanding any other provisions of these bylaws, this Corporation shall not carry on any activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code.

Section 2.4 Prohibition Against Private Inurement. No part of the net earnings of this Corporation shall inure to the benefit of, or be distributable to, its members, directors or trustees, officers or other private persons, except that the Corporation shall be authorized and empowered to make payments and distributions in furtherance of the charitable purposes of this Corporation.

ARTICLE III
MEMBERSHIP

Section 3.1. Members. This Corporation is a non-profit, non-stock corporation, and shall have a membership consisting of the Board of Directors of this Corporation serving from time to time.

ARTICLE IV
BOARD OF DIRECTORS

Section 4.1. Management. All powers of the Corporation shall be exercised by and under the authority of the Board, and the property, business and affairs of the Corporation shall be managed under the Board's direction. Except as specifically set forth to the contrary herein, the Board may not take any action except upon the approval thereof by the affirmative vote of a majority of the Board present at a meeting at which a quorum is present.

Section 4.2. Number and Class of Directors. The Board shall consist of no less than five (5) and no more than seven (7) members, and shall consist of two classes of membership. The Board by majority vote shall determine the method of election and term of each seat. Each class of Directors shall take office July 1st following the date of his or her election at the June Annual Meeting, to hold office for a term designated below, or unless otherwise designated by the Board, or until the election and qualification of their respective successors, except as otherwise provided. Directors shall be at least eighteen years of age. No member of the Board of Directors may be a convicted felon and all Board members must undergo background checks as required by Florida law.

Section 4.3. Nomination of Directors. Not less than one month prior to a regular meeting, the Board may appoint a nomination committee to consist of no fewer than two (2) Board members. The nomination committee will compile and submit to the Board a slate of candidates for the directorships and offices to be filled at the upcoming meeting. These submissions shall be deemed to be nominations of each person named. The Board shall seek Directors who are business professionals, community leaders, parents/guardians and representatives from the field of education.

Section 4.4. Election of Directors. Directors shall be elected by the Board by a majority vote of the Board at any regular or special meeting where a quorum is present. In the event the number of Directors then in office is less than a quorum, a vacancy on the Board may be filled by approval of a majority of Directors then in office.

Section 4.5. Vacancies. Vacancies occurring during the term of an elected Directorship, however caused, shall be filled as soon as practicable by election in accordance with Section 4.4 hereinabove. A Director so elected to fill a vacancy shall hold office for the remainder of his predecessor's term.

Section 4.6. Resignation or Removal of Directors. A Director of the Corporation may resign at any time by tendering his or her resignation in writing to the Corporation, which resignation shall become effective upon the date specified therein, or if no date is specified, upon receipt by the Corporation at its principal place of business. The Board, by a majority vote, may remove, with or without cause, any Director and specifically, but not by way of limitation, may remove any Director from the Board for failing to attend three (3) consecutive meetings of the Board. The notice of a meeting of the Board to remove a member of the Board shall state the specific director(s) sought to be removed. Any Director removed from office shall turn over to the Corporation within 72 hours any and all records of the Corporation in his or her possession.

Section 4.7. Compensation of Directors. Directors will not receive compensation for services rendered in their capacities as Directors. However, nothing herein contained shall be construed to preclude any Director from receiving compensation from the Corporation for other services actually rendered or for expenses incurred for serving the Corporation as a Director or in any other capacity, subject to the limitations set forth in Florida law.

Section 4.8. Annual Meetings of the Board. The annual meeting of the Board shall be held on the first Monday in June of each year, unless the President, or the Board by majority vote, provides for a different time and place for the holding of such annual meetings.

Section 4.9. Special Meetings. Special meetings of the Board may be called at any time by the President, the Vice-President or the Secretary of the Corporation. Further, special meetings of the Board must be called by the President within fourteen (14) days of receipt of a written request of any two (2) or more Directors. Written notice of special meetings shall be given to each Director not less than two (2) days prior to such meeting. In the event of an emergency notice shall be given to each Director as soon as possible. The notice shall set forth the time, place and purpose of the meeting. The business to be transacted at any special meeting shall be limited to those items set forth in the notice or waiver thereof.

Section 4.10. Regular Meetings. The Board shall meet at least six (6) times each year, including the annual meeting. All meetings shall be held at the principal location of the Corporation, unless otherwise designated by the Board.

Section 4.11. Quorum and Action of the Board. A majority of Directors must be present in person at a meeting to constitute a quorum for the transaction of business at such meeting. Except as specifically set forth to the contrary herein, the Board may not take any action except upon the approval thereof by the affirmative vote of a majority of the Board present at a meeting at which a quorum is present.

ARTICLE V **OFFICERS**

Section 5.1. Number. The Corporation may have a President, Vice President, Secretary and Treasurer, each of whom shall be elected by the Board. Such other officers and assistant officers as may be deemed necessary may be elected or appointed by the Board. Any two (2) or more offices may be held by the same person. The failure to elect an officer shall not affect the existence of the Corporation.

Section 5.2. Election and Term of Office. All officers of the Corporation shall be elected by a vote of the Board as set forth in Section 4.4 hereinabove at the annual meeting of the Board. A duly elected officer shall hold office for a term of one year, commencing July 1st, and until their earlier death, resignation or removal.

Section 5.3. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification or otherwise (including removal in the event an officer is not reelected during his term in office) shall be filled by an election by the Board as set forth in Section 4.5 for the remaining unexpired term of such office.

Section 5.4. Resignation or Removal of officers. An officer of the Corporation may resign at any time by tendering his resignation in writing to the President or the Secretary. Resignations shall

become effective upon the date specified therein or, if no date is specified, upon receipt by the Corporation. An officer of the Corporation may be removed at any time, with or without cause, at any meeting of the Board by a majority vote of the Board as set forth in Section 4.6 hereinabove.

Section 5.5. President. The President shall be the principal officer of the Corporation and, subject to the control of the Board, shall in general supervise the business and affairs of the Corporation. The President shall act as a duly authorized representative of the Board and the Corporation in all matters in which the Board has not formally designated some other person to act. The President may sign, upon authorization by the Board, deeds, mortgages, bonds, contracts or other instruments which the Board has authority to execute, except in cases where the signing and execution thereof shall be expressly delegated by the Board or by these Bylaws to some other officer or agent of the Corporation, or shall be required by law to be otherwise signed or executed; and in general, shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board from time to time.

Section 5.6. Vice-President. The Vice-President shall act in the place and stead of the President in the event of the President's absence, inability or refusal to act, and shall exercise and discharge such other duties as may be required of him by the Board.

Section 5.7. Secretary. The Secretary shall keep or cause to be kept all of the records of the Corporation, record or cause to be recorded the minutes of the meetings of the Board, send out or cause to be sent out all notices of meetings of the Board and all Committees, attest to the seal of the Corporation where necessary or required, and keep or cause to be kept a register of the names and addresses of each Director. The Secretary shall perform such other duties as may be prescribed by the Board.

Section 5.8. Treasurer. The Treasurer shall insure or cause to be insured that a true and accurate accounting of the financial transactions of the Corporation is made and that such accounting is presented to and made available to the Board. The Treasurer shall perform such other duties as may be prescribed by the Board.

Section 5.9. Other Officers. Other officers elected by the Board shall have such duties and responsibilities as the Board deems advisable.

Section 5.19. Salaries. Officers will not receive compensation for services rendered as officers of the Corporation. However, nothing herein contained shall be construed to preclude any officer from receiving compensation from the Corporation for other services actually rendered or for expenses incurred for serving the Corporation as an officer or in any other capacity.

ARTICLE VI **COMMITTEES OF THE BOARD**

Section 6.1. Committees of the Board. The Board may, by resolution, establish standing committees and special committees of the Board. Unless otherwise specified by resolution of the Board or these Bylaws, the President shall annually appoint the members and the chairmen of the standing committees and shall fill vacancies on any standing committee. In addition, the President may, if so authorized by the Board, appoint the members and chairmen of such special committees as the Board may create, which members and chairmen may include persons who are not members of the Board. All committee appointments and chairman appointments must be approved by the Board.

Section 6.2. Standing Committees. Standing committees may be created by resolution of the Board. The purpose, duties, number of members and reporting requirements of each standing committee shall be specified in the resolution creating the committee.

Section 6.3. Special Committees. Special committees may be created by resolution of the Board. The purpose, duties, number of members and reporting requirements of each special committee shall be specified in the resolution creating the committee.

Section 6.4. Committee Members' Term of Office. Unless otherwise specified by resolution of the Board, members of each committee shall continue in office until the next annual meeting of the Board and until their successors are appointed, unless the committee of which they are members shall be sooner terminated by resolution of the Board or until their earlier death, resignation or removal as committee members.

Section 6.5. Committee Meetings. Meetings of any committee may be called by the chairman of such committee or upon the written request of one-third (1/3) of the committee members. Unless otherwise provided in these Bylaws, a majority of the members of any committee shall constitute a quorum for the transaction of business. After a quorum has been established at a committee meeting, the subsequent withdrawal of committee members from the meeting so as to reduce the number of committee members present to fewer than the number required for a quorum shall not affect the validity of any action taken at the meeting. Each committee shall keep minutes of its meetings and report to the Board as necessary with recommendations.

Section 6.6. Resignation or Removal of Committee Members. A member of any committee may resign at any time by tendering his resignation in writing to the President of the Board. The Board, by a majority vote, may remove, with or without cause, any member from a committee and specifically, but not by way of limitation, may remove any member from a committee for failing to attend three (3) consecutive meetings of the committee.

ARTICLE VII **INDEMNIFICATION OF DIRECTORS AND OFFICERS**

Section 7.1. Indemnification. The Corporation shall indemnify to the fullest extent permitted by law each of its officers, Directors, whether or not then in office (and his executor, administrator and/or heirs) or any person who may have served at its request as a director or officer, against all reasonable expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and necessarily incurred by him or her in connection with any threatened, pending or completed action, suit, proceeding or arbitration, whether civil or criminal, administrative or investigative (including any appeal thereof), to which he or she is or is threatened to be made a party because he or she is or was a Director, officer, employee or agent of this Corporation. He or she shall have no right to reimbursement, however, in relation to matters as to which he or she has been adjudged liable to the Corporation for gross negligence or willful misconduct in the performance of his or her duties to the Corporation. The foregoing right of indemnification shall be in addition to and not exclusive of all other rights to which such Director, officer, employee or agent may be entitled.

Section 7.2. Insurance. The Corporation may purchase and maintain insurance on behalf of any person who is or was a Director, officer, employee or agent of the Corporation or who is or was serving at the request of the Corporation as a director, officer, employee or agent against any liability asserted against him or her and incurred by him or her in any such capacity or arising out of his or her status as such, whether or not the Corporation would have the power to indemnify him against such liability under the provisions of this Article VII.

ARTICLE VIII
CONTRACTS, CHECKS, DEPOSIT BOOKS AND RECORDS

Section 8.1. Contracts. The Board may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances. Unless so authorized in writing, no officer, agent or employee shall have any power or authority to bind the Corporation to any contract or to pledge its credit or to render it liable for any purpose or in any amount.

Section 8.2. Loans. No loans shall be contracted on behalf of the Corporation and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Board, which authority may be general or confined to specific instances.

Section 8.3. Checks, Drafts, Etc. All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation shall be signed by such officer or officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board.

Section 8.4. Deposits. All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as the Board may select.

Section 8.5. Gifts. The Board may accept, on behalf of the Corporation, any contributions, gifts, bequests or devise.

Section 8.6. Books and Records. The Corporation shall keep correct and complete books and records of account and shall keep minutes of the proceedings of its Board and committees of the Board. Any books, records and minutes may be in written form or in any other form capable of being converted into written form within a reasonable time.

ARTICLE IX
FISCAL YEAR

Section 9.1. Fiscal Year. The fiscal year of the Corporation shall end on June 30 of each year.

ARTICLE X
NOTICE

Section 10.1. General. Whenever, under the provisions of any statute, the Articles of Incorporation or these Bylaws, notice is required to be given to any Director or officer, it shall not be construed to require personal notice; rather, such notice may be given, unless otherwise required by these Bylaws, either personally or by depositing the same in a post office box in a postpaid envelope or by electronic transmission, in either case addressed to such Director or officer at his address as the same appears in the records of the Corporation; and three (3) days after the same shall be so mailed or delivered to the Director or officer shall be deemed to be the time of the giving of such notice.

Section 10.2. Waiver. Whenever by law, the Articles of Incorporation or these Bylaws notice is required to be given to any Director or officer, a waiver thereof in writing signed by the person or

persons entitled to such notice, whether before or after the time stated therein, shall be equivalent to the giving of such notice. Attendance of a person at a meeting shall constitute a waiver of notice of such meeting, except when the person attends a meeting for the express purpose of objecting at the beginning of the meeting to the transaction of any business because the meeting is not lawfully called or convened.

ARTICLE XI
NON-DISCRIMINATION POLICY

Section 11.1. This Corporation shall not discriminate on the basis of color, race, religion, national origin or ethnic origin in its educational programs, admissions policies, scholarship or loan programs, other school-administered programs or corporate business practices.

ARTICLE XII
AMENDMENTS

Section 12.1. By Directors. These Bylaws may be amended or repealed wholly or in part, consistent with any bylaws adopted by the Board, at any meeting by an election of two-thirds (2/3) of the current membership of the entire Board.



March 27, 2023

Royal Palm Charter School, Inc.
Attn: Shannon Sviben, Principal
7145 Babcock St. SE
Palm Bay, Florida 32909

(Via Email)

Dear Ms. Sviben:

On behalf of Ameris Bank (hereinafter "Lender"), I am pleased to extend to you this Letter of Interest. A Letter of Interest is not a commitment to lend, but rather a detailing of the terms and conditions that we will attempt to obtain on your behalf.

TERMS & CONDITIONS

Borrower: Royal Palm Charter School, Inc.

Guarantor(s): N/A

Loan Amount: \$1,822,840.00

Loan Type: USDA Community Facilities Guaranteed Loan

Purpose: Demolish two existing buildings currently being used for classrooms located at 7147 (2,520 SF modular bldg) and 7155 (3,467 SF bldg currently not used) SE Babcock St., Grant-Valkaria, FL 32909 and cover all costs to construct one new 8,620 SF permanent replacement building for the same use.

Term: The Loan will have a term of 456 months from the note date. The first 12 months will be the construction period of the loan, the remaining 432 months will be the amortizing period of the loan.

Interest Rate: Wall Street Journal Prime Rate plus 1.5% floating, with quarterly adjustments during the 12 month construction period, then switching upon conversion to an amortizing loan to 3 Year CMT + 3.67%, adjusting every 3 years. If the loan were to close today, the initial interest rate would be 9.5% during the construction period. If the loan were to convert to the amortizing portion of the loan, the rate would be 7.25%.

Interest shall be calculated on a 360-day basis, actual days lapsed.

Repayment: Interest-only payments for 12 months, followed by principal and interest payments for 432 months. If the loan were to close today and begin amortizing, the monthly principal and interest payment would be approximately \$11,932.

Prepayment Penalty: When, in any one of the first eleven years from the date of the initial disbursement, Borrower voluntarily prepays any amount of the outstanding principal balance of the loan, Borrower must pay to Lender a prepayment fee for that year as follows:

For the duration of the construction period of the loan - 10%, then

Upon conversion to the amortizing period of the loan the prepayment will be a declining amount over ten years equivalent to Year 1 – 10%; Year 2 – 9%; Year 3 – 8%; Year 4 – 7%; Year 5 -6%; Year 6 – 5%; Year 7 – 4%; Year 8 – 3%; Year 9 – 2% and Year 10 – 1%. After the tenth year of the amortizing period of the loan there will be no prepayment penalty.

Use of Proceeds: The loan proceeds, in addition to Borrower’s injection, will be used as follows:

Use of Proceeds	Ameris Bank	Owner's Equity	Other	Total
Phase I work		218,427		218,427
Phase II Work:				
Construction	1,509,836			1,509,836
Contingency	105,688			105,688
Bond/Const Completion	48,466			48,466
Interest Reserve	95,000			95,000
Construction Soft Costs	63,850	14,165		78,015
Ameris Bank Origination Fee		9,114		9,114
USDA Guaranty Fee		18,229		18,229
Closing Costs& 3rd Party Reports		68,886		68,886
Totals:	1,822,840	328,821		2,151,661
Percentages:	84.72%	15.28%	0.00%	100%

Out of Pocket Costs: If the loan does not close, all third-party expenses incurred on behalf of this loan request will be paid by Borrower. These expenses include (but are not limited to) attorney fees, appraisal fees, environmental assessment fees, etc.

Collateral: The loan will be secured by the following:

Asset Type	Address	Lien Position
Commercial Real Estate	7135-7155 SE Babcock St., Grant-Valkaria, FL 32909	2nd
FF&E	7135-7155 SE Babcock St., Grant-Valkaria, FL 32909	2nd

Appraisal: A satisfactory appraisal ordered and reviewed by Lender will be required. Collateral will need to appraise for no less than \$5,465,000 total (\$5,315,000 for CRE and \$150,000 for FF&E) and be acceptable to the Lender and USDA.

Environmental: A satisfactory Phase 1 Environmental Report and NEPA report to the satisfaction of USDA will be required.

Financial Feasibility: A satisfactory Financial Feasibility report will be required. This may need to be prepared by an independent third party.

Life Insurance: N/A

Tax and Insurance: Borrower shall maintain liability, property, and other insurance as required. Lender will be named as Mortgagee/Loss Payee on all policies. Borrower must keep current all applicable property taxes.

Financial Reporting: Borrower will provide Lender with annual federal income tax returns and audited financial statements prepared in accordance with Generally Accepted Accounting Principles within 120 of each fiscal year end.

Other Conditions: This loan is being considered under the USDA Community Facilities Guaranteed Loan Program. In addition to the conditions set forth herein, this proposal is subject to and conditioned on the Lender's receipt of a USDA Guarantee of 80% of the loan amount. The USDA Conditional Commitment, if issued, may contain additional terms and conditions. All conditions applicable to both a USDA approval and an Ameris Bank approval must be met by the Borrower.

Borrower will be expected to execute all loan documents required by Lender and Lender's attorney.

Borrower may be required to maintain certain annual financial covenants for the life of the loan. These covenants will be calculated using the audited fiscal year end financial statements. Typical covenants include a minimum Debt Service Coverage ratio (DSC), a minimum Current Ratio, and a maximum Debt-to-Net Worth ratio.

The Loan will adhere to standard Ameris Bank construction loan requirements (including construction risk management by a third-party firm).

Time is of the Essence

Borrower agrees that time is of the essence regarding this transaction. Accordingly, Lender may use the funds collected as a part of this document for ordering standard / customary third-party reports. These reports may include (but are not limited to) appraisals, business valuations, title reports, construction budget reviews, etc.

Please indicate your preference below:

- Yes, I agree with the preceding paragraph and wish to have third-party reports ordered prior to loan approval.
- No, I do not agree to have third-party reports ordered in advance of loan approval. I understand that by waiving this option the time between loan approval and closing may be extended considerably (example: an appraisal typically takes 3-4 weeks from the ordering date to the completion date).

Initials of authorized signer: _____

Initial Deposit

Regardless of the above selection, Lender requires an expense deferral deposit ('EDD') of \$0 (\$11,500-11,500 already paid) for preparing a loan presentation for submission to our loan committee. If the loan request is not approved on terms and conditions materially similar to those contained herein, the EDD will be refunded to you (less any out of pocket expenses incurred). If you withdraw your application prior to its presentation to loan committee – or if you decline to accept an approval letter that is materially similar to the terms contained herein

- the EDD will become fully earned and nonrefundable. If you accept an approval letter from us, the deposit will be credited to you at closing.

Lender Fees

Lender will charge a loan origination fee of ½% of the loan amount. This charge to the Borrower represents a reasonable amount for loan packaging services, which includes assisting Borrower with completing an USDA CF loan application and related documents. At closing, Lender will document the services provided. We are estimating this fee to be \$9,114 (but will be adjusted at closing to reflect ½% of the loan amount). It is itemized in the project cost grid on Page 2.

Disclaimer: While Borrower is not required to obtain or pay for unwanted services (such as a packaging fee), acceptance of this proposal constitutes a request for Lender to perform reasonable and customary services at market-rate costs.

If the terms of this letter are acceptable, please sign where indicated below, and remit the above-referenced EDD amount within 10 business days of this letter’s issuance date. The financial remittance may be made in one of the following ways:

1. Mail us a check to the address shown below this document’s signature area.
2. Wire the funds to us. Instructions are below this document’s signature area.

Please call or email Julia Butler with any questions regarding the check or wire process. Her phone number is 678-553-8569, and her email address is julia.butler@amerisbank.com.

We appreciate the opportunity to provide financing for your business. If you have any further questions, please contact me at (586) 531-7330.

Sincerely,

Doug Dunkelberg

Doug Dunkelberg, SVP & Sr. USDA Loan Officer
Government Guaranteed Lending Division

Applicant’s Acknowledgment:

Royal Palm Charter School, Inc.

By: _____
Shannon Sviben, Authorized Signer

Accepted and agreed to this _____ day of _____, 2023.

Mailing instructions

Julia Butler
Ameris Bank - GGL Division
3490 Piedmont Rd NE, Suite 750
Atlanta, GA 30305

Wire Instructions

To: Ameris Bank
Address: 225 South Main Street - Moultrie, GA 31768
Phone: (678) 553-8569
Routing: 061201754
Customer Name: , Inc.
Credit Funds to: Acct. # 152011 (Ameris Bank's GGL Department / Julia Butler)

Additional Items Needed for Full Underwriting:

Borrower has submitted necessary items for underwriting. If additional items are required during the underwriting process, those will be requested as needed from the Lender or the USDA.

ROYAL PALM CHARTER BOARD MEETING NOTICE

Wed, April 12, 2023

5:30 PM

PUBLIC INVITED

1. Financial Update
2. Admin Update
3. Enrollment Update
4. Building Update – LOI Approval

Join Zoom Meeting

<https://us06web.zoom.us/j/82524229958?pwd=SEY5cCt2SlZNcmJhWlY5cm1uSk1JZz09>

Meeting ID: 825 2422 9958

Passcode: royalpalm



PROPOSAL FOR
PROFESSIONAL AUDITING SERVICES

Royal Palm Charter School, Inc

03/08/2023

HLB GRAVIER, LLP

396 ALHAMBRA CIRCLE, FLOOR 9

CORAL GABLES, FLORIDA 33134

(305) 446-3022

Email: CharterSchools@hlbgravier.com

Nelson Pastor, Certified Public Accountant
npastor@hlbgravier.com



March 8th, 2023

Royal Palm Charter School, Inc
7135 S. Babcock Street
Palm Bay, Fl. 32909

Dear Audit Committee Members:

We appreciate the opportunity to respond to your request for external auditing needs. We want to be your auditor, advisor, and business partner. We have assembled a dedicated engagement team that has the experience, the technology, the resources, and the credibility that a successful and growing organization is looking for in today's complex environment. Through a staff of highly experienced, specialized professionals, including Certified Public Accountants (CPA), CFE, CGMA and IRS enrolled agents, our firm can provide for the greatest possible range of knowledge and expertise in your unique industry.

We know your business and have a clear understanding of the services requested. The attached proposal describes our understanding of such services and the commitment we have made to ensure that you receive the best service possible. Our firm has had the pleasure of serving Charter Schools, like yours, since 1998. Royal Palm Charter School, Inc priority for our firm and our Charter School practice. We value your business and want to serve you. We would very much like to meet with you to discuss your school, and to introduce you to our Charter School Division specialists in order to give you an idea of who we are and the services we offer.

Please feel free to contact us with any questions about our firm, the services we offer, or to schedule a meeting. We can be reached at (305) 446-3022 or via email at charterschools@hlbgravier.com.

Very truly yours,

A handwritten signature in blue ink, appearing to read 'L. Gravier', written over a horizontal line.

Leonardo D. Gravier, CPA
Firm Managing Partner

A handwritten signature in black ink, appearing to read 'Nelson Pastor', written over a horizontal line.

Nelson Pastor
Engagement Partner

HLB Gravier, LLP confirms our ability and willingness to commit and maintain staffing, both in number and level, to successfully conclude the audit examination within the stated time constraints. We have the necessary availability of the partners, managers and staff to meet with management and the board of directors on any material matters that could affect the financial position or result of operations.

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FIRM PROFILE

EXECUTIVE SUMMARY

ABOUT US

One of the oldest and largest local firms in South Florida, HLB Gravier, LLP is staffed and managed by experienced Certified Public Accountants. Our practice has evolved into a worldwide consulting leader with more than 60 employees and is the South Florida member office of HLB Global, one of the top 11th largest accounting firm organizations in the world with over 40,831 professionals in over 1,030 offices worldwide. Our professional staff includes: seven partners, three directors, five managers, twelve senior accountants, and over forty professionals. All staff members are full time employees of HLB Gravier, LLP. Our office is located at: 396 Alhambra Circle, Floor 9, Coral Gables, FL 33134.

At HLB Gravier, LLP, we view our Charter School Division as an ongoing, collaborative process. We listen to our clients and then we design our services to meet their needs.

To help our clients run efficiently and accurately, we also provide a full range of services including Financial Statement Assurance services, Strategic International Tax Planning, Federal/State Tax Compliance, IRS examination defense, and Industry specific consulting.

Our Charter School Division experts have served as auditors and advisors for some of Florida's original charter schools, dating back to 1998. We currently provide audit and tax services to over one hundred charter schools, ranging in size from 100 students to over 1,000. In addition, our Charter School practice has expanded beyond Florida to include Georgia, Nevada, Arizona and Texas.

When you choose HLB Gravier, LLP, you get more than a CPA firm built around quality and integrity; you get our commitment to your long-term needs.

HLB Gravier, LLP has performed thousands of audits in accordance with *Government Auditing Standards*. These audits are often subject to desk reviews and/or field reviews by various State, Federal and industry organizations such as, State of Florida Auditor General, and American Institute of Certified Public Accountants Ethics Division.

Firm Partners and Directors

Founded in 1978 by Leonardo Gravier, the firm is currently owner-managed by six partners and directors all formerly with South Florida offices of Big Four firms. The firm's partners and directors are listed below:

Leonardo D. Gravier
Alejandro D. Gravier

EXECUTIVE SUMMARY (Continued)

Carmen Llano-Gomez

Jose M. Iglesias

Regino Rodriguez

Nelson Pastor

Juliana Delmas

Current Nonprofit and Governmental Practice

HLB Gravier, LLP's current nonprofit and government practice includes over one hundred (100) entities that receive funding from multiple sources including Federal and State grants, local (County) grants, private foundation grants, program fees and fundraising. The annual operating budgets of our clients range from under one million dollars to over five hundred million dollars (\$500,000,000).

We have extensive experience and have performed thousands of audits in accordance with auditing standards generally accepted in the United States of America and the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States and the provision of Office Title 2 U.S. *Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance), *Audits of States, Local Government and Non-Profit Organizations*, as well as, audits in accordance with the provisions of the Rules of Florida Auditor General, Chapter 10.850 *Charter School Audits*.

Specifically, our Charter School non-profit clients receive funding from multiple sources including Federal, State and Local Governments and require reporting under *Governmental Accounting Standards* (GASB). We have assembled a specialized Charter School team. Our firm has been able to successfully coordinate and execute these assignments under very strict Government mandated deadlines. Our largest assignment, which covers operations in multiple locations, including other States, requires over 5,000 hours, substantially within a two-month period. This specific engagement, and others like it, provides us with the experience and confidence to manage the audit Royal Palm Charter School, Inc in a timely and efficient manner.

We have provided references in the Client and References Section of this proposal.

Specialty and Value Added Services

When engaging HLB Gravier, LLP, you will have access to all resources of our firm, its strategic partners and our affiliated member offices throughout the United States and Worldwide. These resources include access to our specialists which includes Certified Public Accountants, (CPA), Chartered Global Management Accountant (CGMA) Certified Internal Control Auditors (CICA), Certified Fraud Examiner (CFE), Certified Information Systems Auditor (CISA), and Attorney's.

Resources also include publications, specialized training seminars and materials. For example, we conduct web-based training seminars on specialized topics like nonprofit and governmental accounting and auditing issues. In addition, we organize local and regional seminars at least annually which cover various specialized topics related to nonprofits and governmental entities. These seminars are always offered to our clients at no charge.

FIRM LEGAL STATUS AND STANDING WITH AICPA, FICPA AND PCAOB

HLB Gravier, LLP is a full-service CPA firm organized under the laws and regulations of the State of Florida as a limited liability partnership, Florida registration number LLP060003527. HLB Gravier, LLP is registered and licensed as an accountancy firm with the State of Florida, Department of Professional Regulation (License number AD64844 in good standing), the State of Texas (License #P05554), the Commonwealth of Puerto Rico (License #236), State of New Jersey (License #20CZ00035800) State of Colorado (License #FRM.5000459) and the State of Nevada (License # PART-0873). Each partner is licensed as a Certified Public Accountant in the State of Florida.

The Additional Information appendix includes copies of all corporate filings, licenses and insurance.

All the partners of HLB Gravier, LLP have been long time members of the American Institute of Certified Public Accountants (AICPA) in good standing.

All the partners of HLB Gravier, LLP have been long time members of the Florida Institute of Certified Public Accountants (FICPA) in good standing.

HLB Gravier, LLP is registered with the Public Company Accounting Oversight Board (PCAOB) in good standing.

HLB Gravier, LLP nor any of its partners have ever been subject to any disciplinary action.

INDEPENDENCE

In all matters relating to audit work, HLB Gravier, LLP and the individual auditors, must be free from personal, external, and organizational impairments to independence, and must avoid the appearance of such impairments of independence. Our firm follows all independence requirements as adopted by the American Institute of Certified Public Accountants, the U.S General Accounting Office and the Securities and Exchange Commission (SEC).

We must maintain independence so that our opinions, findings, conclusions, judgments, and recommendations will be impartial and viewed as impartial by objective third parties with knowledge of the relevant information.

When evaluating whether independence impairments exist either in fact of appearance with respect to entities for which the firm performs audit services, we take into account the three classes of impairment to independence: personal, external, and organizational.

If one or more of these impairments affects or can be perceived to affect independence, it is our policy not to accept the engagement or to decline to perform the work.

A personal impairment would result from relationships or beliefs that might cause the auditors to limit the extent of the inquiry, limit disclosure, or weaken or slant audit findings in any way. Examples of personal impairments include immediate family members which are officers or in a position to exert direct and significant influence over the entity, a direct financial interest in the entity, responsibility for managing the entity, decision making, maintaining accounting records, or custody of assets.

INDEPENDENCE (Continued)

As part of our quality control procedures, HLB Gravier, LLP has established policies and procedures to identify, communicate, and monitor compliance with these requirements. For example, all partners and employees are required to complete an independence questionnaire for each attest client before acceptance of an engagement.

External impairments to independence would occur when auditors are deterred from acting objectively and exercising professional skepticism by pressures, actual or perceived, from management and employees of the audited entity or oversight organizations. Examples include external interference limiting or modifying the scope of an audit, interference at the selection or application of audit procedures or selection of transactions, imposing unreasonable restrictions on the time allowed to complete the audit, and imposing a restriction on the access to records or individuals needed to conduct the audit.

HLB Gravier, LLP has established procedures and guidelines for identifying any potential external impairment and on how respond and resolve them. In the situation that an external impairment has been identified and cannot be resolved, the firm may decide to withdraw from the engagement.

Impairments to organizational independence result when the audit function is organizationally located within the reporting lines of the areas under audit or when the auditor is assigned or takes on responsibilities that affect operations of the area under audit. We have determined that HLB Gravier, LLP is independent as we are not part of or under the control of Royal Palm Charter School, Inc, The Department of Education and any other interested party.

Independence rules also restrict the types of additional professional services that auditing firms may perform. HLB Gravier, LLP evaluates all new non-attest services provided to its audit clients to determine whether such service would create an impairment in independence either fact or appearance with respect to such client.

Two overarching principles apply to auditor independence when assessing the impact of performing a non-audit service for an audit client: (1) audit firms cannot provide a service that involves performing management functions or making management decisions and (2) audit firms must not audit their own work or provide non-audit services that are significant or material to the subject matter of the audit.

HLB Gravier, LLP can only provide non-audit services to audit clients if they do not impair the independence with respect to such client. For example, our firm can provide technical advice based on our knowledge and expertise, as long as our advice does not result in our firm making management decisions or performing management function.

As part of this proposal, you have requested assistance in the preparation of the annual tax filings. We have determined that this service will not impair our independence, as all the information contained in the tax filings will be provided by you and management will take responsibility for the filings. If any additional non-audit service is required by you in the future, we will assess and determine whether our independence could be impaired before accepting this new engagement.

Further, you agree to oversee the non-audit services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of those services; and accept responsibility for them.

Statement of Independence

Pursuant to the standards promulgated by the AICPA, the Securities and Exchange Commission (SEC) and the U.S General Accounting Office, the nature of this prospective engagement presents no conflict of interest concern.

Audit Team

Jose M. Iglesias, CPA

Regino Rodriguez, CPA

Nelson Pastor, CPA

Juliana Delmas, CPA

Angelo Rolle, CPA

Nelson Gaud, CPA

Mariano Marquez, CPA

Alain Iglesias, CPA

Daniel Lopes, CPA

Emilio Marrufo

Karol Velasquez

Alberto Santiago, CPA

Kritzia Charres

Annahy Salas

Mingming Zhai

Gabriela Moran



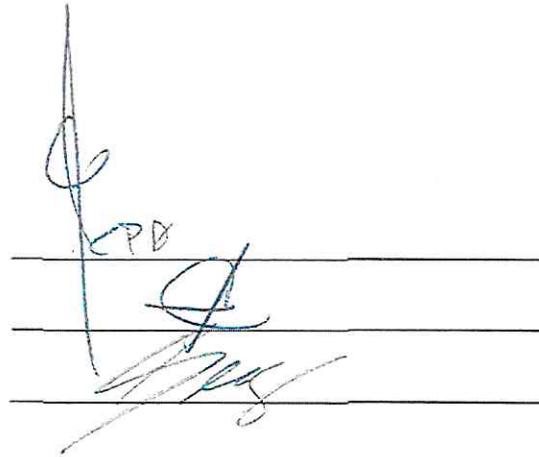
Handwritten signatures of the audit team members on a lined background. The signatures are written in black ink and correspond to the names listed on the left. The names are: Jose M. Iglesias, Regino Rodriguez, Nelson Pastor, Juliana Delmas, Angelo Rolle, Nelson Gaud, Mariano Marquez, Alain Iglesias, Daniel Lopes, Emilio Marrufo, Karol Velasquez, Alberto Santiago, Kritzia Charres, Annahy Salas, Mingming Zhai, and Gabriela Moran.

Tax Team

Leonardo D. Gravier, CPA

Carmen Llano-Gomez, CPA

Sergio Perez, CPA

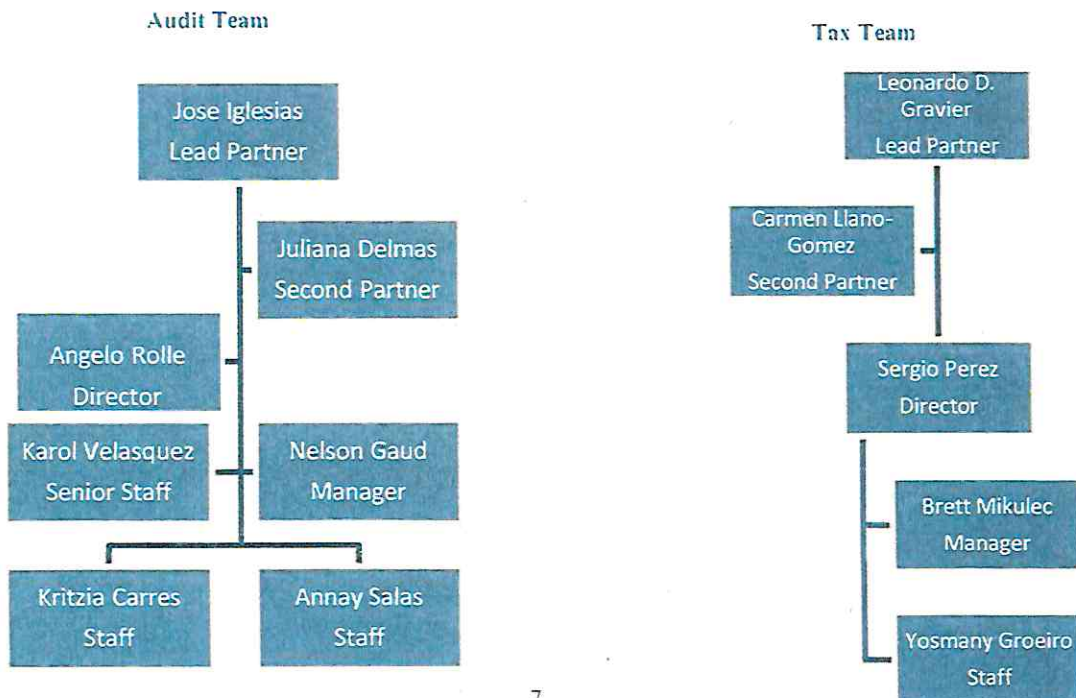


The image shows three horizontal lines with handwritten signatures and initials. The top line has a vertical signature with the initials 'CPA' written next to it. The middle line has a signature that appears to be 'Carmen Llano-Gomez'. The bottom line has a signature that appears to be 'Sergio Perez'.

ENGAGEMENT TEAM

TEAM LEADER

HLB Gravier, LLP believes that experience is the primary ingredient for a successful external audit team. For this reason, our approach to staffing an external audit team is to assign the individuals that have experience, not only as auditors but in industry practice. This allows the team to perform with the greatest degree of expertise to properly identify risks, prioritize, use judgment, and interact with client staff. The individuals designated as the engagement team have all previously been auditors of Charter Schools and other educational institutions. Our dedicated audit team has a diverse educational background including these Universities: University of Miami, Boston University, Florida International University, Nova Southeastern University, FSU, University of Puerto Rico, Barry University and University of Central Florida. The following languages are represented in our firm: English, Spanish, French, and Chinese. The following summarizes the engagement team:



ENGAGEMENT TEAM (Continued)

JOSE M. IGLESIAS, CPA, as a lead engagement partner, Mr. Iglesias is responsible for the overall coordination, supervision and management of the engagement. With over twelve (20) years of experience, Mr. Iglesias has audited numerous entities and organizations under *Government Auditing Standards*, issued by the Comptroller General of the United States and Title 2 U.S. *Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance), *Audits of States, Local Governments, and Non-Profit Organizations*. The following is a sample of governmental and non-profit clients served:

- Doral Academy Charter Schools (Since 2000)
- Mater Academy Charter Schools (Since 2000)
- Pinecrest Academy Charter Schools (Since 2000)
- Miami Children’s Museum Charter School
- Brooks Academy of Science & Engineering, San Antonio, TX
- Cornerstone Charter Academy and High School –Orlando, FL
- Somerset Skyway, Phoenix, AZ
- International Studies Charter Schools
- Beaux Arts of Lowe Museum – University of Miami
- Carlos Albizu University Foundation
- Pinellas Preparatory Academy, Inc.
- Salvadoran American Humanitarian Foundation
- American Children’s Orchestras for Peace
- Jackson Memorial Hospital
- Trade Mission Center of the Americas (Jay Malina International Trade Consortium)
- Miami Dade Expressway Authority
- Epilepsy Foundation of Florida
- Open Door Health Center
- Sports Leadership and Management Academy (SLAM)
- Odyssey Charter School, Inc.

Other Industries Served:

- Automobile Dealerships
- Food & Beverage
- Hospitality
- Entertainment
- SEC Registered Broker-Dealers
- Broadcasting
- Real Estate
- Financial Institutions

JOSE IGLESIAS, CPA (continued)

Mr. Iglesias is a Certified Public Accountant (CPA) and Chartered Global Management Accountant (CGMA) in the State of Florida, Texas, New Jersey, Colorado and the Commonwealth of Puerto Rico. He is also a member of the American Institute of Certified Public Accountants (AICPA) and the Florida Institute of Certified Public Accountants (FICPA). Mr. Iglesias received his Bachelor of Science in Business Administration from Boston University and his Master in Science of Taxation from Florida International University.

He has lectured in numerous business meetings, including the most recent Florida Department of Education Charter School Training regional conference in Orlando, and used his expertise in charter schools while serving as the Treasurer of Aspira of Florida, Inc. Aspira of Florida operated three charter schools in Miami-Dade County until 2019. Mr. Iglesias assisted them on a volunteer basis, while implementing the requirements of GASB 34 and provided them with recommendations on structuring its accounting department and improving its internal controls. Also has been a guest speaker at the HLB International Conference and FDOE Trainings.

LEONARDO D. GRAVIER, CPA, is the Managing Partner for HLB Gravier LLP in Miami, Florida. Mr. Gravier has been in practice since 1985 and is the partner in charge of the International Tax Group. Mr. Gravier was formerly a Senior Manager with an International Big Four Certified Public Accounting firm in Miami. Mr. Gravier currently lectures on International Tax issues relating to Entity Structures and Formations, Corporate Mergers and Acquisitions and Tax Treaty benefit analysis. Mr. Gravier is active in Industries related to Mergers and Acquisitions, Food & Beverage/ Agriculture, Real Estate Developments, Sports and Entertainment and Automobile Dealership. A frequent lecturer in various countries in Central and South America, Mr. Gravier additionally lectures at the University of Pennsylvania Wharton School of Business, University of Miami School of Business, the Florida Institute of CPA's and the American Institute of CPA's. The following are clients and boards Mr. Gravier works with:

- Somerset Academy Charter Schools (Since 1998)
- Sequoia Foundation
- Beaux Arts of Lowe Museum – University of Miami
- Pitbull Productions, Inc.
- Grupo Consultatio
- Mater Academy Charter Schools (Since 1998)
- Doral Academy Charter Schools (Since 1998)
- Pinecrest Academy Charter Schools (Since 1998)
- Miami Children Museum Charter School
- Theodore R. and Thelma A. Gibson Charter School
- The National Ben Gamla Charter School Foundation

Mr. Gravier earned his Master of Professional Accounting, Bachelors of Business Administration in Accounting and a Bachelors of Arts in Political Science from The University of Miami. Mr. Gravier is a licensed Certified Public Accountant in the states of Florida, New York and Colorado. He is fluent in English, Spanish and French.

Mr. Gravier is currently an Adjunct Professor at the University of Miami and teaches International Tax and Partnership Tax in the Graduate School of Business. He is also a Board member of the University of Miami Accounting Advisory Council.

Mr. Gravier has two educational endowments to help low-income students acquire their undergraduate degree. One endowment is at the University of Pennsylvania – Wharton School of Business and the other at the University of Miami.

REGINO RODRIGUEZ, CPA, as an engagement partner, Mr. Rodriguez provides support and backup to the lead partner. Mr. Rodriguez has extensive experience conducting audits in accordance with standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States and has been performing such audits for twenty years. Mr. Rodriguez's governmental, non-profit and charter school audit experience includes the following representative list of clients served during his career

- Alfalit International, Inc.
- Mater Brighton Lakes Academy
- Doctors Charter School of Miami Shores (Since 2005)
- Somerset Academy Charter Schools
- Doral Academy Schools (Since 2002)
- Pinecrest Academy (Since 2002)
- Rise Academy Charter School (Broward)
- Theodore R. and Thelma A. Gibson Charter School (Since 2002)
- Holocaust Documentation & Education Center, Inc.
- Miami Museum of Science
- Miami Children's Museum
- Miami-Dade County – General Fund
- Miami Coalition of Christian & Jews

Mr. Rodriguez is a Certified Public Accountant (CPA). He is a member of the Florida Institute of Certified Public Accountants (FICPA), American Institute of Certified Public Accountants (AICPA), Cuban-American Certified Public Accountants Association, and the Cuban American Banker's Association (CABA).

As guest speaker, he has lectured in numerous business meetings and educational seminars including:

- HLB Latin American Regional conferences
- Florida Department of Education Charter School Training
- Florida International University Accounting Association and Beta Alpha Psi Honor Society
- Association of Cuban Accountants in Exile
- Cuban-American Certified Public Accountants Association

Mr. Rodriguez received his Bachelor of Accounting and Master in Science of Taxation from Florida International University. He began his career with the Miami office of Arthur Andersen in 1993.

CARMEN LLANO-GOMEZ, CPA, as engagement tax-partner, Carmen will be responsible for the planning and coordination of all tax related matters. Ms. Llano-Gomez began her career with an International Big Four CPA firm in Miami and has been in practice since 1997. She is a partner in the firm's Accounting and Tax Group. She represents clients in a range of industries including manufacturing, wholesale distribution, retailing, real estate, construction, television and media, not-for-profit, sports and entertainment and broker-dealers. As guest speaker, she has lectured in numerous business meetings and educational seminars. The following is a representative list of non-profit clients served by Ms. Llano-Gomez during her career:

- Sequoia Foundation
- Mi Sangre Foundation
- The Imagine Foundation

CARMEN LLANO-GOMEZ, CPA (Continued)

- Beaux Arts of Lowe Museum – University of Miami
- Gary Nader Art Gallery
- Mater Academy Charter Schools (Since 1998)
- Doral Academy Charter Schools (Since 1998)
- Pinecrest Academy Charter Schools (Since 1998)
- Miami Children Museum Charter School
- Theodore R. and Thelma A. Gibson Charter School
- The National Ben Gamla Charter School Foundation
- City of Miami Beach
- City of Sunrise

Ms. Carmen Llano-Gomez has been a board member for the past 7 years of Equip-a-Student, Inc., a non-profit dedicated to providing students with basic school supplies. Ms. Llano-Gomez received her Bachelor of Business Administration and Master of Science in Accounting from Florida International University.

NELSON PASTOR, CPA is an audit engagement partner and will be responsible for supervising and executing the external audit plan on a day-to-day basis. Mr. Pastor has extensive experience conducting audits in accordance with standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Mr. Pastor is also our Sarbanes Oxley compliance specialist. He has implemented those requirements for many of our clients. Mr. Pastor's governmental, non-profit and charter school audit experience includes the following representative list of clients served during his career:

- Brooks Academy of Science & Engineering
- Doral Academy Charter Schools
- Mater Academy Charter Schools
- Pinecrest Academy Charter Schools
- Somerset Academy Charter Schools
- Ben Gamla Charter Schools

Other Industries Served:

- Automobile Dealerships
- Food & Beverage
- Hospitality
- SEC Registered Broker-Dealers
- Real Estate
- Financial Institutions

Mr. Pastor received his Bachelor of Accounting from University of Miami in 2001, and Master's degree from Florida International University in 2012. He began his career in audit in January 2002 with HLB Gravier, LLP. Mr. Pastor is a Certified Public Accountant (CPA) and is a member of the Florida Institute of Certified Public Accountants (FICPA) and the American Institute of Certified Public Accountants (AICPA).

JULIANA DELMAS, CPA, is a Partner with the firm. She will be the responsible for financial statement preparation and ensuring that final reports are in compliance with Governmental Auditing Standards. As engagement manager she will also be responsible for developing the audit plan for field staff to execute and supervising field staff on a day-to-day basis. Ms. Delmas has experience conducting audits in accordance with standards for financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Ms. Delmas' governmental, non-profit and charter school audit experience includes the following representative list of clients served during her career:

Experience has included involvement with the following organizations.

- Doral College
- Doral Academy Charter Schools
- Mater Brighton Lakes Academy
- Mater Academy Charter Schools
- Pinecrest Academy Charter Schools
- Salvadoran American Humanitarian Foundation, Inc.
- Somerset Academy Charter Schools

Ms. Delmas also has extensive experience in the financial services industry. She assists in providing broker dealer clients with financial statement audit, regulatory reporting, and tax services. Bank industry experience includes outsourced internal audit and compliance services. Engagements have involved all areas of operations, compliance, and regulatory reporting with emphasis on Bank Secrecy Act (BSA), FINRA, and SEC requirements. Ms. Delmas also has experience in the following industries: broker dealers, banks, real estate, homeowners' associations, and employee benefit plans.

Ms. Delmas received her Bachelor of Accounting from Florida International University in 2004 and completed her Master of Science of Accounting from Nova Southeastern University in 2008. Prior to beginning her career in public accounting with HLB Gravier in January 2005. Ms. Delmas is a Certified Public Accountant (CPA), is a member of the Florida Institute of Certified Public Accountants (FICPA) and the American Institute of Certified Public Accountants (AICPA).

ANGELO ROLLE, CPA, is an audit Director with the firm. He is responsible for ensuring audit procedures are performed in accordance with the developed audit plan, and that those procedures are properly supported and documented. As engagement manager, he will also be responsible for providing daily supervision and guidance to field staff. Mr. Rolle has experience conducting audits in accordance with standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Mr. Rolle's governmental and non-profit audit experience includes the following representative list of clients served during his career:

- Franklin Academy
- Mater Brighton Lakes Academy
- Odyssey Charter School – Palm Bay, FL
- Rise Academy School of Science and Technology
- Rising Leaders Academy, Inc.
- University Academy, Inc.

Other Industries Served:

- Automobile Dealerships
- Food & Beverage
- Hospitality
- SEC Registered Broker-Dealers
- Real Estate
- Financial Institutions

Mr. Rolle received his Bachelor of Business Administration and Accounting from Florida Memorial University and his MBA with a concentration in Finance from Barry University. Prior to beginning his career in public accounting with HLB Gravier in July 2012, Mr. Rolle was a credit analyst in a community bank. Mr. Rolle is a Certified Public Accountant (CPA), is a member of the Florida Institute of Certified Public Accountants (FICPA) and the American Institute of Certified Public Accountants (AICPA)

PROFESSIONAL DEVELOPMENT

In accordance with *Government Auditing Standards*, each member of our firm performing work under GAGAS, including planning, directing, performing fieldwork, or reporting on an audit or attestation engagement under GAGAS, is required to maintain at least 24 hours of continuing professional education (CPE) that directly relates to government auditing and at least an additional 56 hours of CPE, for a total of 80 hours in every two-year period. In order to simplify administration of the CPE requirements, our firm has established a standard two year period for all our auditors on a rolling-year basis. All personnel who will be assigned to the audit engagement receive on average at least five days of continuing professional education per year. In the last two years, members that will be assigned to the audit engagement have received approximately four days specialized in non-profit and governmental accounting and auditing. As part of our firm's quality control procedures to help ensure that all required personnel meet these requirements, the firm provides auditors with the opportunity to attend CPE programs and requires documentation of the CPE hours completed by each auditor. Our firm subscribes to multiple CPE providers like CCH, Thomson Reuters, Becker and Surgent.

HLB Gravier, LLP. is also accredited with a NASBA Sponsor number that allows us to provide in house training seminars and issue CPE hours. The firm both sponsors and attends conferences for both HLB North America and HLB Latin America to continue with firm wide development of all staff.

HLB International is also a proud member of the Forum of Firms. The Forum of Firms is an association of 27 international networks of accounting firms performing audits of financial statements used across borders. The objective of the Forum of Firms (Forum) is to promote consistent and high quality standards of financial reporting and auditing practices worldwide. The Forum brings together firms that perform transnational audits and involves them more closely with the activities of the International Federation of Accountants (IFAC) in audit and other assurance-related areas.

SCHEDULE OF CPE HOURS FOR TEAM MEMBERS


Team Members	Government, NFP Hours and Audit	Other	Total
Jose M. Iglesias	91	27	118
Regino Rodriguez	64	38	102
Nelson Pastor	51	50	101
Juliana Delmas	65	44	109
Angelo Rolle	71.5	42.4	113.9
Nelson Gaud	56.5	16	72.5
Mariano Marquez	30	21	51
Gabriela Moran	20	0	20
Karol Velasquez	37.5	5	42.5
Emilio Marrufo	41	8	49
Alain Iglesias	43	0	43
Alberto Santana	40	0	40
Annahy Salas	47.5	0	47.5
Kritzia Charres	32	0	32
Daniel Lopes	56	0	56
Mingming Zhai	26	0	26

EXTERNAL REVIEWS AND DISCIPLINARY ACTIONS

HLB Gravier, LLP has performed thousands of audits in accordance with *Government Auditing Standards*. These audits are often subject to desk reviews and/or field reviews by various State, Federal and industry organizations including State of Florida Auditor General, Local County Office of Management and Compliance Audits, and the Florida and American Institute of Certified Public Accountants.

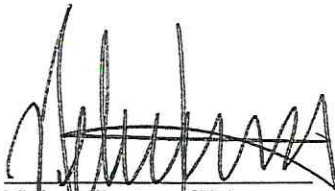
HLB Gravier, LLP nor any of its partners have ever been subject to any disciplinary action as a result of these reviews.

We have also reviewed your insurance requirements and have determined that our current policies meet those requirements. HLB Gravier, LLP carries professional liability insurance underwritten by Continental Casualty Company with a level of professional liability coverage of \$ 5,000,000. Please see attachments.



CPA

Leonardo D. Gravier, CPA
Firm Managing Partner



Nelson Pastor, CPA
Engagement Partner

AUDIT ENGAGEMENTS PERFORMED

Contact information:

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Somerset Academy, Inc.
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(786)-393-4455

Contact Information:

Amanda Matsumoto-Roberts
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Contact information:

Norma Garcia
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Contact Information:

Roberto Blanch
President
Mater Academy Inc
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(305)-458-0662

MONITORING AND COMMUNICATION

HLB Gravier, LLP understands that maintaining open lines of communication with management and the audit committee is critical in ensuring that the audit is performed efficiently and effectively. Because of this, HLB Gravier, LLP has developed a process that will continuously update and provide engagement supervisory personnel, including the lead partner information regarding the status of field work, preliminary findings including potential adjusting entries and management letter comments.

This process involves having supervisory personnel on-site at all times during field work. These persons are the engagement senior and/or manager. A detailed process for developing audit findings and adjustments has been developed to ensure that such are timely communicated to supervisory personnel and adequately evaluated.

The process is further detailed in the section covering the management letter. On a weekly basis during field work, all staff assigned to the engagement will provide their hours and status of each individual area to their supervisor. This information will be evaluated by the senior and reviewed by the engagement manager. The results are then communicated to the engagement partner who will determine whether an adjustment to staffing, timing or approach is necessary.

MANAGEMENT LETTER

All Charter School audits, pursuant to Section 218.39 (4), Florida Statutes and Rule 10.856(2) of the Florida Auditor General, require a management letter to be prepared and included as part of each financial audit report.

A management letter shall include:

1. A statement we conducted our audit 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; and Chapter 10.850, Rules of the Auditor General.
2. A statement that we have issued our Independent Auditors' Report on Internal Control over Financial Reporting and Compliance and Other Matters Based on an Audit of the Financial Statements Performed in Accordance with Government Auditing Standards.
3. Section 10.854(1)(e)1., Rules of the Auditor General, requires that we determine whether or not corrective actions have been taken to address findings and recommendations made in the preceding annual financial audit report.
4. Section 10.854(1) (e) 5., Rules of the Auditor General, requires the name or official title of the entity.
5. Sections 10.854(1)(e)2, Rules of the Auditor General, requires that we report the results of our determination as to whether or not the entity has met one or more of the conditions described in Section 218.503(1), Florida Statutes, and identification of the specific condition(s) met.
6. A statement that we applied financial condition assessment procedures for the entity. Pursuant to Sections 10.854(1)(e)6.a and 10.855(12), Rules of the Auditor General.
7. A statement that we have verified whether the entity maintained its web site with the information specified in Section 1002.33(9)(p), Florida Statutes.
8. Section 10.854(1)(e)3., Rules of the Auditor General, requires that we address in the management letter any recommendations to improve financial management.
9. A statement in accordance with Section 10.854(1)(e)4., Rules of the Auditor General, requires that we address noncompliance with provisions of contracts or grant agreements, or abuse, that have occurred, or are likely to have occurred, that have an effect on the financial statements that is less than material but which warrants the attention of those charged with governance.

Audit Findings and Reporting

HLB Gravier, LLP has developed a comprehensive audit manual covering all areas of the audit function including the flowchart of an audit, work paper standards, audit findings and audit sampling. The following summarizes our procedures and techniques used to develop information for the management letter:

MANAGEMENT LETTER (Continued)

Development of Audit Findings

I. Definition:

A written or oral explanation of errors, weaknesses, deficiencies, adverse conditions, which are disclosed during an audit, pursuant to Section 218.39 (4), Florida Statutes and Rule 10.856(2) of the Florida Auditor General.

II. Principles for Developing a Finding:

The strength or weakness of every audit finding, and the corrective actions elicited and carried out will depend on how well the charter school's auditor develops and presents such evidence of criteria, cause and effect. The development of adequate information concerning criteria, cause, and effect is very important in helping the auditor arrive at logical conclusions about the conditions you report on and meaningful, specific recommendations for corrective action.

- a. Work papers should contain the facts presented in the finding. Every finding should be supported by work paper(s).
- b. Do not generalize and provide specific examples to explain **how** it weakens the control or **why** it doesn't provide adequate control.
- c. Whenever possible, combine similar or related findings into one significant finding. Doing this enables the auditor to better develop and show basic management weaknesses (causes) and more significant actual or potential adverse effects.

B. Attributes of a Finding

I. Condition:

The condition is the problem or finding itself. The condition answers the questions of what is defective, deficient or erroneous as well as the spread of the problem and the evidence to support the occurrence.

II. Criteria:

Criteria are standards against which you are measuring the questionable condition or performance. Published criteria may be quoted, summarized, paraphrased, depending on the length, relevance, and clarity. Some of the examples of Criteria are: laws, regulations, instructions, manuals, managerial expertise, and common sense.

III. Cause:

The cause is the underlying reason why the questionable performance or condition occurred as well as the reason for the deficiency and non-compliance. It is necessary to exert a reasonable amount of effort to get close to the real cause of the problem as possible, or at least to one of more causes which will put the finding in perspective and lead to a sensible, specific

recommendation for corrective action. Some examples of cause are: lack of training, lack of communication, lack of resources, negligence, or carelessness.

MANAGEMENT LETTER (Continued)

IV. Effect:

The effect of a finding is the actual or potential adverse result of the condition cited, stated in dollar or other terms, which may not be as readily measurable. Some examples of effect are: inefficient use of resources, loss of potential income, violations of laws and regulations, and improper use of funds.

V. Recommendation:

Obtain enough information to form a sound basis for making recommendations. This means knowing enough about the causes of the problems to enable the auditor to suggest specific, meaningful actions. The findings may be resolved during the audit by management's action and, therefore, may not require an audit recommendation, in these cases, include condition and resolution only.

CONCLUSION

Trivial findings and inconsequential matters do not require reporting and can be communicated verbally to management for correction in the future. All other significant findings should be documented in the audit work papers and included in the management letter pursuant to Section 218.39 (4), Florida Statutes and Rule 10.856(2) of the Florida Auditor General.

An exit meeting is held with management to discuss any audit findings and recommendations and to obtain, where possible, resolution of the findings. The conference should be held as soon as possible after the completion of the audit work. Any finding included in the management letter must include a management's response which we will also discuss at this meeting.

We believe that proper planning and timing of the audit engagement is key to minimize the amount management letter findings reported. We recommend beginning the compliance tests during interim (before the end of the fiscal year) to timely identify any significant audit matters or potential audit findings. This will serve as a "pre-audit" stage that will allow management to correct any findings and improve its internal controls before the end of the fiscal year. To assist in this process we will distribute a "pre-audit" compliance checklist and suggested controls that should be implemented before the commencement of the audit.

AUDIT APPROACH, ENGAGEMENT SCOPE AND REQUIREMENTS

ENGAGEMENT SCOPE AND REQUIREMENTS

We are making a positive commitment to audit the financial statements of the governmental activities, the business-type activities, the aggregate discretely presented component units and remaining fund information, including the related notes to the financial statements, which collectively comprise the basic financial statements, of Royal Palm Charter School, Inc. Accounting standards generally accepted in the United States of America provide for certain required supplementary information (RSI), such as management's discussion and analysis (MD&A), to supplement Royal Palm Charter School, Inc.' basic financial statements. Such information, although not a part of the 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. As part of our engagement, we will apply certain limited procedures to Royal Palm Charter School, Inc' RSI in accordance with auditing standards generally accepted in the United States of America. These limited procedures will consist of inquiries of management regarding 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 will 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. The following RSI is required by generally accepted accounting principles and will be subjected to certain limited procedures, but will not be audited:

Management's Discussion and Analysis.
Budgetary Comparison Schedules

We have also been engaged to report on supplementary information other than RSI that accompanies Royal Palm Charter School, Inc financial statements. We will subject the following supplementary information to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America, and we will provide an opinion on it in relation to the financial statements as a whole, in a separate written report accompanying our auditor's report on the financial statements.

Schedule of expenditures of federal awards.

Audit Objectives

The objective of our audit is the expression of opinions as to whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles and to report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole. The objective also includes reporting on-

- Internal control over financial reporting and compliance with provisions of laws, regulations, contracts, and award agreements, non-compliance with which could have a material effect on the financial statements in accordance with Government Auditing Standards.
- Internal control over compliance related to major programs and an opinion (or disclaimer of opinion) on compliance with federal statutes, regulations, and the terms and conditions of federal awards that could have a direct and material effect on each major program in accordance with the Single Audit Act Amendments of 1996 and Title 2 U.S. Code of Federal Regulations (CFR) Part

200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance).

The Government Auditing Standards report on internal control over financial reporting and on compliance and other matters will include a paragraph that states that (1) the purpose of the report is solely to describe the scope of testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance, and (2) the report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the entity's internal control and compliance. The Uniform Guidance report on internal control over compliance will include a paragraph that states that the purpose of the report on internal control over compliance is solely to describe the scope of testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Both reports will state that the report is not suitable for any other purpose.

Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America; the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the Single Audit Act Amendments of 1996; and the provisions of the Uniform Guidance, and will include tests of accounting records, a determination of major program(s) in accordance with the Uniform Guidance, and other procedures we consider necessary to enable us to express such opinions. We will issue written reports upon completion of our Single Audit. Our reports will be addressed to the Board of Directors of Royal Palm Charter School, Inc. We cannot provide assurance that unmodified opinions will be expressed. Circumstances may arise in which it is necessary for us to modify our opinions or add emphasis-of-matter or other-matter paragraphs. If our opinions are other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed opinions, we may decline to express opinions or issue reports, or we may withdraw from this engagement. The objective of our audit is the expression of opinions as to whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles and to report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole.

Management Responsibilities

Management is responsible for (1) establishing and maintaining effective internal controls, including internal controls over federal awards, and for evaluating and monitoring ongoing activities, to help ensure that appropriate goals and objectives are met; (2) following laws and regulations; (3) ensuring that there is reasonable assurance that government programs are administered in compliance with compliance requirements; and (4) ensuring that management and financial information is reliable and properly reported. Management is also responsible for implementing systems designed to achieve compliance with applicable laws, regulations, contracts, and grant agreements. You are also responsible for the selection and application of accounting principles; for the preparation and fair presentation of the financial statements, schedule of expenditures of federal awards, and all accompanying information in conformity with U.S. generally accepted accounting principles; and for compliance with applicable laws and regulations (including federal statutes) and the provisions of contracts and grant agreements (including award agreements). Your responsibilities also include identifying significant contractor relationships in

ENGAGEMENT SCOPE AND REQUIREMENTS (Continued)

which the contractor has responsibility for program compliance and for the accuracy and completeness of that information.

Management is also responsible for making all financial records and related information available to us and for the accuracy and completeness of that information. You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, (2) access to personnel, accounts, books, records, supporting documentation, and other information as needed to perform an audit under the Uniform Guidance, (3) additional information that we may request for the purpose of the audit, and (4) unrestricted access to persons within the government from whom we determine it necessary to obtain audit evidence.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the government involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the government received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the government complies with applicable laws, regulations, contracts, agreements, and grants. Management is also responsible for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, contracts, and grant agreements, or abuse that we report. Additionally, as required by the Uniform Guidance, it is management's responsibility to evaluate and monitor noncompliance with federal statutes, regulations, and the terms and conditions of federal awards; take prompt action when instances of noncompliance are identified including noncompliance identified in audit findings; promptly follow up and take corrective action on reported audit findings; and prepare a summary schedule of prior audit findings and a separate corrective action plan. The summary schedule of prior audit findings should be available for our review on commencement of the subsequent year audit.

You are responsible for identifying all federal awards received and understanding and complying with the compliance requirements and for the preparation of the schedule of expenditures of federal awards (including notes and noncash assistance received) in conformity with the Uniform Guidance. You agree to include our report on the schedule of expenditures of federal awards in any document that contains and indicates that we have reported on the schedule of expenditures of federal awards. You also agree to [include the audited financial statements with any presentation of the schedule of expenditures of federal awards that includes our report thereon or make the audited financial statements readily available to intended users of the schedule of expenditures of federal awards no later than the date the schedule of expenditures of federal awards is issued with our report thereon]. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the schedule of expenditures of federal awards in accordance with the Uniform Guidance; (2) you believe the schedule of expenditures of federal awards, including its form and content, is stated fairly in accordance with the Uniform Guidance; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the schedule of expenditures of federal awards.

You are also responsible for the preparation of the other supplementary information, which we have been engaged to report on, in conformity with U.S. generally accepted accounting principles. You agree to include our report on the supplementary information in any document that contains, and indicates that we have reported on, the supplementary information. You also agree to [include the audited financial statements with any presentation of the supplementary information that includes our report thereon OR make the audited financial statements readily available to users of the supplementary information no later than the date the supplementary information is issued with our report thereon]. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the supplementary information in accordance with GAAP; (2) you believe the supplementary information, including its form and content, is fairly presented in accordance with GAAP; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the supplementary information.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying, and providing report copies of previous financial audits, attestation engagements, performance audits, or other studies related to the objectives discussed in the Audit Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions, for the report, and for the timing and format for providing that information.

You agree to assume all management responsibilities relating to the financial statements, schedule of expenditures of federal awards, and related notes, and any other non-audit services we provide. You will be required to acknowledge in the management representation letter our assistance with preparation of the financial statements, schedule of expenditures of federal awards, and related notes and that you have reviewed and approved the financial statements, schedule of expenditures of federal awards, and related notes prior to their issuance and have accepted responsibility for them. Further, you agree to oversee the non-audit services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of those services; and accept responsibility for them.

Audit Procedures – General

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the government or to acts by management or employees acting on behalf of the government. Because the determination of abuse is subjective, *Government Auditing Standards* do not expect auditors to provide reasonable assurance of detecting abuse.

ENGAGEMENT SCOPE AND REQUIREMENTS (Continued)

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is an unavoidable risk that some material misstatements or noncompliance may exist and not be detected by us, even though the audit is properly planned and performed in accordance with U.S. generally accepted auditing standards and *Government*

Auditing Standards. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements or on major programs. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting, or misappropriation of assets that come to our attention."• 0 We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential , and of any material abuse that comes to our attention. We will include such matters in the reports required for a Single Audit. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts and may include tests of the physical existence of inventories, and direct confirmation of receivables and certain other assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will request written representations from your attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about your responsibilities for the financial statements; schedule of expenditures of federal awards; federal award programs; compliance with laws, regulations, contracts, and grant agreements; and other responsibilities required by generally accepted auditing standards

Audit Procedures – Internal Controls

Our audit will include obtaining an understanding of the government and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*.

As required by the Uniform Guidance, we will perform tests of controls over compliance to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance with compliance requirements applicable to each major federal award program. However, our tests will be less in scope than would be necessary to render an opinion on those controls and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to the Uniform Guidance.

An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. Accordingly, we will express no such opinion. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards, *Government Auditing Standards*, and the Uniform Guidance.

Audit Procedures—Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of **Royal Palm Charter School, Inc.** compliance with provisions of applicable laws, regulations, contracts, and agreements, including grant agreements. However, the objective of our audit will not be to provide an opinion on overall compliance, and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

The Uniform Guidance requires that we also plan and perform the audit to obtain reasonable assurance about whether the auditee has complied with federal statutes, regulations, and the terms and conditions of federal awards applicable to major programs. Our procedures will consist of tests of transactions and other applicable procedures described in the OMB Compliance Supplement for the types of compliance requirements that could have a direct and material effect on each of Royal Palm Charter School, Inc. major programs. The purpose of these procedures will be to express an opinion on Royal Palm Charter School, Inc' compliance with requirements applicable to each of its major programs in our report on compliance issued pursuant to the Uniform Guidance.

We will also assist in preparing the financial statements and related notes of **Royal Palm Charter School, Inc.** in conformity with U.S. generally accepted accounting principles based on information provided by you. These non-audit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*. We will perform the services in accordance with applicable professional standards. The other services are limited to the financial statement services previously defined. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities.

Engagement Administration, Fees, and Other

We may from time to time and depending on the circumstances, use third-party service providers in serving your account. We may share confidential information about you with these service providers but remain committed to maintaining the confidentiality and security of your information. Accordingly, we maintain internal policies, procedures, and safeguards to protect the confidentiality of your personal information. In addition, we will secure confidentiality agreements with all service providers to maintain the confidentiality of your information and we will take reasonable precautions to determine that they have appropriate procedures in place to prevent the unauthorized release of your confidential information to others. In the event that we are unable to secure an appropriate confidentiality agreement, you will be asked to provide your consent prior to the sharing of your confidential information with the third-party service provider. Furthermore, we will remain responsible for the work provided by any such third-party service providers. We understand that your employees will prepare all cash, accounts receivable, or other confirmations we request and will locate any documents selected by us for testing.

We will provide copies of our reports to the Board of Directors; however, management is responsible for distribution of the reports and the financial statements. Unless restricted by law or regulation, or containing privileged and confidential information, copies of our reports are to be made available for public inspection.

The audit documentation for this engagement is the property of HLB Gravier, LLP and constitutes confidential information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals will be made available upon request and in a timely manner to the appropriate cognizant or oversight agency or its designee, a federal agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of HLB Gravier, LLP personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

The audit documentation for this engagement will be retained for a minimum of five years after the report release date or for any additional period requested by the appropriate Cognizant Agency, Oversight Agency for Audit, or Pass-through Entity. If we are aware that a federal awarding agency, pass-through entity, or auditee is contesting an audit finding, we will contact the party (ies) contesting the audit finding for guidance prior to destroying the audit documentation.

Our fee for these services will be agreed upon before engagement acceptance. Our standard hourly rates vary according to the degree of responsibility involved and the experience level of the personnel assigned to your audit. Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs.

AUDITOR STATEMENTS

Policy on Privacy and Security of Financial Information

In order to assist the organization in maintaining privacy of financial information, HLB Gravier, LLP hereby warrants that it has adopted appropriate and commercially reasonable security measures to achieve the objectives set forth herein, and these security measures are at least as stringent as those used to safeguard HLB Gravier, LLP's own private information.

HLB Gravier, LLP will take all reasonable and appropriate measures to ensure the security and confidentiality of the organization and shall not disclose, nor permit, access to the private information of the organization or its beneficiaries for any purpose other than those specifically required to fulfill HLB Gravier, LLP's contractual obligations with the organization.

Work Paper Retention Policy and Access to Working Papers

The audit documentation for this engagement is the property of HLB Gravier, LLP and constitutes confidential information. The work papers are located at our offices or are held in storage for a period of seven years. However, pursuant to authority given by law or regulation, we may be requested to make certain audit documentation available to a Federal, State or Local agency providing direct or indirect funding, for purposes of a quality review of the audit, to resolve audit findings, or to carry our oversight responsibilities.

We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of HLB Gravier, LLP personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including governmental agencies.

Technology Platform

HLB Gravier, LLP utilizes ProSystem *fx* Engagement software from CCH. In addition to providing numerous tools for planning, documenting and risk assessing audits, the software ensures the security and privacy of our work papers and PPC Smart Tools. HLB Gravier, LLP also utilizes Practitioners Publishing Company's industry audit guides and e-tools, a software program that provides electronic internal control documentation forms, questionnaires, practice aids and audit programs.

Each HLB Gravier, LLP staff is provided with a laptop computer that includes Microsoft Office, Excel, and Word. Each laptop includes wireless capabilities to allow for greater access to internet connections at client locations. This allows staff to conduct internet-based research instantly and utilize the resources provided in the web pages of the various industry providers such as the AICPA and FICPA.

AUDIT GENERAL PHILOSOPHY, TIMING, APPROACH AND METHODOLOGY

An independent financial statement audit is conducted by a registered public accounting firm. It includes examining, on a test basis, evidence supporting the amounts and disclosures in the company's financial statements, an assessment of the accounting principles used, and significant estimates made by management, as well as evaluating the overall financial statement presentation to form an opinion on whether the financial statements taken as a whole are free of material misstatement.

The independent auditor's overarching goal is to provide financial statement users with reasonable—but not absolute—assurance that the financial statements prepared by management are fairly presented. To communicate that assurance, the independent auditor provides a report that includes an opinion about whether the company's financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles (GAAP).

Pre- Audit (Planning)

Reasonable Assurance and Materiality

All audits are guided by two important factors: reasonable assurance and materiality. These two factors impact the way in which the independent auditor examines, on a test basis, transactions that occurred and controls which functioned during the year. The extent or scope of the testing is also driven by the auditor's risk assessment. Because it is not practical for independent auditors to examine every transaction, control and event, there is no guarantee that all material misstatements, whether caused by error or fraud, will be detected. Instead, the audit is designed to provide a level of assurance that is reasonable but not absolute.

The concept of materiality is applied in planning and performing the audit, in evaluating the effect of any identified misstatements, and in forming the opinion included in the independent auditor's report. Determining materiality involves both quantitative and qualitative considerations. The determination of materiality is a matter of professional judgment and is affected by the independent auditor's assessment.

Assembling the Right Engagement Team

To properly carry out its responsibilities, the audit firm assembles a team of independent auditors that has the skill and knowledge commensurate with the needs of the engagement. Audit team members are then assigned areas of responsibility that are appropriate based on their capabilities. We have assembled a dedicated and specialized engagement team with the necessary charter school experience to meet your needs.

Assessing a Company's Risks that the Financial Statements Contain Material Misstatements

Every financial statement audit engagement presents a different set of challenges to an audit firm. No two Organizations are the same and therefore the independent auditor must tailor the audit to each company, based on the specific risks identified. The design of an effective audit plan depends on the audit team's

ability to identify and assess the risk that the financial statements contain a material misstatement, whether caused by error or fraud. Our process includes:

- Obtaining an understanding of the organization and the environment in which it operates.
- Considering information gathered during the engagement acceptance and continuance evaluation, audit planning activities, prior audits.
- Obtaining an understanding of the company’s internal control over financial reporting.
- Performing analytical procedures.
- Inquiries of management and the audit committee regarding whether management has knowledge of fraud.

Developing an Audit Strategy

With a mindset of professional skepticism, independent auditors seek to gather sufficient, appropriate audit evidence to support their opinion about the financial statements. Because the facts and circumstances of an audit typically vary dramatically between companies, the standards describe a principles-based process and provide guidance to help independent auditors use their judgment in the application of these principles on a particular engagement.



Choosing Audit Procedures

In designing the audit strategy, judgments are made in the selection of the auditing procedures to be performed (see below). In doing so, the independent auditor considers three factors: nature, timing and extent of procedures. Procedures to be selected include the following:



Conclusion

Professional standards define certain requirements and provide broad guidelines about the evaluation of audit evidence. However, the independent auditor also is required to exercise professional judgment to determine the nature and amount of evidence required to support the audit opinion.

When the independent auditor discovers misstatements in the accounting records or financial statements, he or she informs company management, who then decide whether and how to make any adjustments. Management bears the ultimate responsibility for the financial statements and may determine that some misstatements are immaterial in their judgment and do not warrant a change to the financial statements. The audit team summarizes any uncorrected misstatements and performs an independent evaluation as to whether the uncorrected misstatements—both individually and in the aggregate—result in financial statements that are materially misstated.

Independent auditors document the procedures performed, evidence obtained, and conclusions reached.

At the conclusion of the audit, the independent auditor issues the audit report. This report contains three main elements:

- An introduction that identifies the financial statements that were audited and the division of responsibility between the independent auditor and management.
- A discussion of the scope of the engagement, which describes the nature of the audit.
- The independent auditor's opinion on the financial statements.

If the independent auditor concludes that the financial statements, taken as a whole, "present fairly, in all material respects," the financial position and results of operations in accordance with the appropriate financial reporting framework

Communications

In addition, to the management letter communication pursuant to Florida Statutes and Rules of the Auditor General, described in a previous section, auditing standards require to discuss the following with the audit committee:

- Significant accounting policies, especially the effect of those policies in controversial or emerging areas for which proper accounting treatment has yet to be established.
- The process used by management to make significant accounting estimates and how the independent auditor determined that those estimates were reasonable.
- The independent auditor's judgment about the quality, not just the acceptability, of the organization's accounting policies.
- Difficulties encountered in dealing with management related to the performance of the audit.
- Uncorrected misstatements and corrected material misstatements.
- Any disagreements with management, whether satisfactorily resolved, about matters that individually or in the aggregate could be significant to the entity's financial statements or the independent auditor's report.
- Significant matters that were the subject of consultation when the independent auditor is aware of management's consultation with other accountants about auditing and accounting matters.
- Other matters arising from the audit that the auditor believes to be significant to the oversight of the financial reporting process.

TIMELINE

In order to ensure timely submission of the financial statements, we have developed the timeline below for Royal Palm Charter School, Inc

I. Preliminary Field Work (Beginning immediately after execution of a professional services contract)

During the preliminary field work, compliance with contractual agreements and policies will be tested. A preliminary list of required items for testing will be sent upon execution of professional services contract.

II. General Field Work

We have developed audit programs specifically tailored to charter schools and not-for-profit audits. These programs will be refined for the audit based on the results of planning. **All audit fieldwork will be completed by September 15th of each year.** A preliminary list of required items will be sent upon execution of execution of professional services contract.

- a. **Segmentation** – We will perform cross-program testing wherever feasible. Our audit workpapers will be arranged by account or transaction type. Compliance testing of major and nonmajor programs will be summarized. Wherever possible, we will integrate testing performed in accordance with Title 2 U.S. *Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

AUDIT GENERAL PHILOSOPHY, TIMING, APPROACH AND METHODOLOGY (continued)

- b. **Sampling** – Our firm uses computer generated random number sampling techniques, with additional stratification of large populations that have a wide range of dollar values. This method will be used to test cash disbursements and participant files. The size of our sample will depend on our annual evaluation of the Charter School's internal control structure and audit risk, as discussed under the Audit Approach, and Engagement Scope and Requirements section of this work plan.
- c. **Analytical Review** – We will consider reliance on analytical review procedures in areas where we feel they are appropriate.
- d. **Compliance, Laws, and Regulations** – *Government Auditing Standards* require that our audit be designed to provide reasonable assurance that your financial statements are free of material misstatements resulting from violations of laws and regulations that have a direct and material effect on the determination of financial statement amounts. Therefore, financial and administrative activity will be tested for compliance if required under Title 2 U.S. *Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance), as applicable. We will review any revisions to state statutes and regulations during the planning phase of our audit.

III. Review Work

After the completion of field work, all audit workpapers will be subject to our quality review procedures. This involves review of all work performed by the audit manager and by the engagement partner. All audit reports and letters will be subject to the same quality review procedures, with additional involvement with the engagement partner.

IV. Final Submission

The final financial statements, including the Management Letter, will be issued before September 30th for Royal Palm Charter School, Inc in order to be in compliance with the Charter Agreement.

Approach to Subsequent Years

Our plans for renewal option years would begin with a review meeting with your governing board to discuss the performance and execution of the prior year's audit. Together we will discuss areas where efficiencies could be realized, timetables adjusted and the level at which we could meet your expectations. A revised work plan, approach and timetable would be established for the subsequent year as a product of this evaluation meeting.

We are available to audit subsequent years. Our experience in auditing governmental entities is that the approach to subsequent year audits is built on the foundation established in the initial year. We will be familiar with your policies, procedures and management structure, which minimizes the time and audit organization required in a first-year engagement.

Availability

HLB Gravier, LLP confirms our ability and willingness to commit and maintain our dedicated engagement team, both in number and in level, to successfully conclude the audit examination within the stated time constraints. We have the necessary availability of the partners, managers, and staff to meet with management and the board of directors on any material matters that could affect the financial position or result of operations.

V. Exit Conference and Oral Presentation

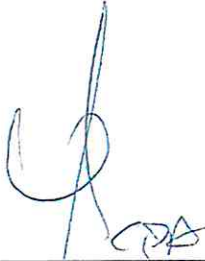
Ordinarily the exit conference is held with management and a board of directors' representative.

The purpose of the conference is to discuss the audit findings, adjustments, and audit opinion prior to the issuance of the audit report and to obtain, where possible, resolution of the findings. The conference is held as soon as possible after the completion of the audit work. At this conference, the auditor presents all the findings and recommendations, both those that will appear in the audit report, and those, which are for discussion only. Management is given the opportunity to respond to the findings before the audit report is issued. Refer to section on Management Letter.

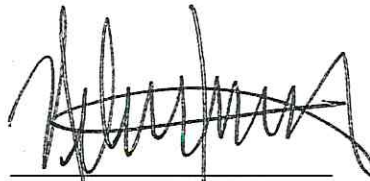
In addition, we will make a formal oral presentation at the scheduled board of directors meeting to summarize and discuss the results of our audit.

AVAILABILITY OF PROPOSER

HLB Gravier, LLP confirms our ability and willingness to commit and maintain staffing, both in number and level, to successfully conclude the audit examination within the stated time constraints. We have the necessary availability of the partners, managers and staff to meet with management and the board of directors on any material matters that could affect the financial position or result of operations.



Leonardo D. Gravier, CPA
Firm Managing Partner



Nelson Pastor, CPA
Engagement Partner

PARTNER ROTATION

Our firm has adopted Section 203 of the Sarbanes Oxley act of 2002 as a 'best practice' policy regarding partner rotation. Accordingly, our policy is to rotate the lead partner on the engagement at least every five years.

COST & SERVICES

Royal Palm Charter School, Inc	Year Ending June 30 th , 2023
Financial Audit	\$ 9,500
Form 990	\$ 2,200

It is not the policy of HLB Gravier, LLP to charge out-of-pocket expenses unless extraordinary or unusual. We do not anticipate incurring any extraordinary or unusual out-of-pockets expenses associated with this engagement. Our projected fees assume no significant changes in the organization's size, complexity or structure

Our fee for these services will be fixed at the rates listed above. Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. The above fee is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs.

ATTACHMENTS



Ron DeSantis, Governor

Julie I. Brown, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

BOARD OF ACCOUNTANCY
THE ACCOUNTANCY PARTNERSHIP HEREIN IS LICENSED UNDER THE
PROVISIONS OF CHAPTER 473, FLORIDA STATUTES

HLB GRAMIER, LLP
396 ALHAMBRA CIRCLE, SUITE 900
CORAL GABLES FL 33134

LICENSE NUMBER: AD64844

EXPIRATION DATE: DECEMBER 31, 2023

Always verify licenses online at MyFloridaLicense.com



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Professional Liability Binder

Named Insured HLB Gravier
 Policy Period August 30, 2022 to August 30, 2023
 Prior Acts Date July 1, 2006
 Underwriter Continental Casualty Company - Admitted / Rated A (Excellent) by A.M. Best
 Policy Type Accountants Professional Liability (G-127136-A 1/16)
 Policy Number APL 275511870

Limit of Liability (Claim expenses reduce the Limit of Liability)	Deductible	Annual Premium	2% FL FIGA tax	Total Premium
\$5,000,000 per claim / \$5,000,000 annual aggregate	\$150,000 per claim	\$66,583.00	\$1,331.66	\$67,914.66

Terms and Conditions

Nuclear Energy and Pollution Exclusion (G-127157-A)
 Amendment of Termination Provisions - FL (G-127164-A09)
 Policyholder Notice - FL (G-19104-BC)
 Amendatory Endorsement - FL (G-127165-A09)
 Policyholder Notice (G-141584-A)
 Amend Limits of Liability Endorsement (CNA90673XX)

This binder serves as proof of insurance until the policy is received.



**We're of Service to
Those Serving Others.**

PROPOSAL TO PROVIDE AUDIT AND
ADVISORY SERVICES FOR
ROYAL PALM CHARTER SCHOOL



121 Executive Circle
Daytona Beach, FL 32114
386-257-4100
www.jmco.com

*Proposal To Provide
Audit and Advisory Services For*

Royal Palm Charter School

For the fiscal year ending 6/30/2023

Legal Name

James Moore & Co., P.L.

FEIN 59-3204548
121 Executive Circle
Daytona Beach, Florida 32114

Phone: 386-257-4100

Fax: 386-252-0209

www.jmco.com

Contacts

James Halleran, CPA

Engagement Lead Partner

James.Halleran@jmco.com

Mark Payne, CPA

Engagement Quality Control Review Partner

Mark.Payne@jmco.com

April 10, 2023

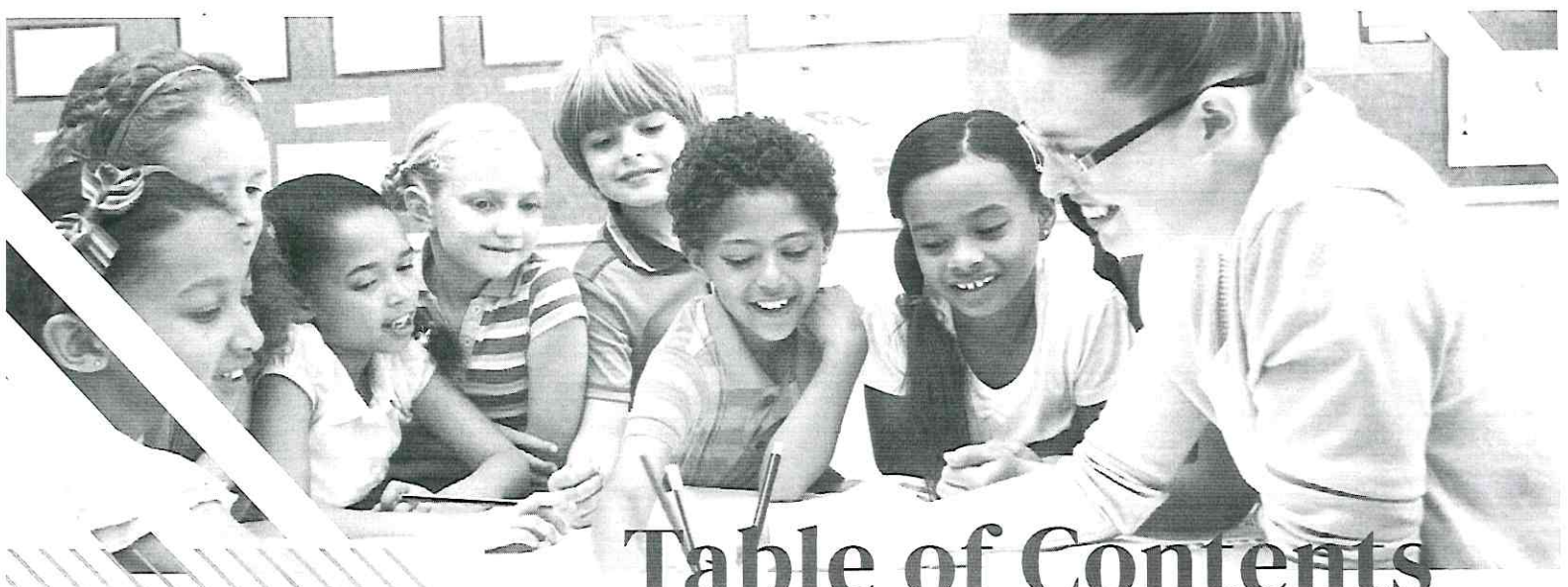


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WE KNOW SCHOOL
ALWAYS.

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Firm Profile

James Moore & Co.

Every day you go above and beyond.

We Are Moore

As in, James Moore. But also as in, we exceed expectations in ways other accounting practices can't. Delivering more for our clients is always how we've conducted business. That's what led James "Jim" F. Moore to launch our firm in 1964. And we're proud to carry on that legacy today.

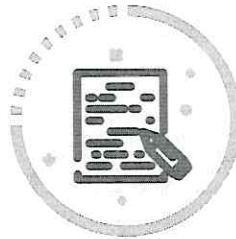
James Moore is a full-service firm that provides all the traditional accounting, auditing, and tax services. But we're more than just an accounting firm; as a trusted business consulting resource, we provide additional services that cover a variety of needs. A relationship with our firm gives you access to professionals in strategic planning, leadership development, human resources, process efficiency, and other areas that can help you succeed. We operate as one firm and not as separate and distinct offices with segregated duties. By assigning engagement staff based on specialized industry teams and not geographic location, our staff collaborates on everything they do regardless of their assigned office location.



OFFICES

Back in the day, we were a sole proprietorship. Since then, we have steadily grown into a regional accounting firm with offices in:

- » Daytona Beach
- » DeLand
- » Gainesville
- » Ocala
- » Tallahassee



STATUS

- » Licensed as a certified public accounting firm
- » Professional Limited Liability Company
- » Founded in 1964
- » For more than 55 years, our firm's primary focus has been on serving the needs of clients and helping them achieve their goals (and by and large, we've succeeded!)



- » 260+ highly skilled, professional, and unique individuals (they're also our primary asset)
- » Focused on creating exceptional career opportunities for our people (when they grow, we grow!)
- » Recruited from local universities who graduated in the top 25% of their graduating class
- » An equal employment opportunity company with a culturally and ethnically diverse workforce

Firm Profile

Awards and Recognitions

Service is the sole purpose of our existence.

-Mr. Moore

Recognitions aren't about giving ourselves a pat on the back. They're about serving you as best we can. That said, our dedication to personal service has caught the attention of the industry. We're extremely humbled by the recognition and inspired to live up to it every day.



» Named by *Forbes Magazine* as one of America's Top Recommended Tax & Accounting Firms since 2020.

» *Accounting Today* named James Moore the #1 Best Firm for Women in 2020 and a Best Accounting Firm to Work For multiple times since 2015.



» Recognized as a Best Firm for Women *and* for Equity Leadership by the Accounting MOVE Project, with *50% women partners in our firm.*



» *Florida Trend* has ranked James Moore as one of the Top 25 Accounting Firms in Florida since 2014.

» *INSIDE Public Accounting* recognized James Moore as a Top 200 Firm since 2010 (12 years running!).

Firm Profile

Firm Affiliations

The Attention of a Regional Team

When you hire James Moore, regional firm service comes with big firm backup. Our affiliations and memberships provide us with resources and networks around the world. So we keep our knowledge up to date and can reach out to additional experts whenever it will benefit you.

Statewide Affiliation

James Moore is a member of the Florida Institute of Certified Public Accountants (FICPA), as well as various other trade associations related to the industries we serve.

National & International Affiliations

Our firm is a member of the American Institute of Certified Public Accountants (AICPA). In addition, James Moore is a member of AGN International, an association of independent accounting firms represented in more than 80 nations around the world, complementing our ability to serve our clients. This affiliation provides access to a wide array of resources, management tools, educational opportunities, and professional experience. Our connection with AGN International enhances our ability to support and better serve our clients through a continuous exchange of information and resources.

Organizations

James Moore is a member in good standing of the following governmental accounting organizations. Our Daytona Beach and Tallahassee offices played a pivotal role in starting the Big Bend and Volusia/Flagler Chapters of the FGFOA:

- » AICPA Governmental Audit Quality Center
- » FICPA State and Local Government Section
- » Government Finance Officers Association (GFOA)
- » Florida Government Finance Officers Association (FGFOA)
- » Florida League of Cities
- » Various local chapters of the Florida League of Cities and the FGFOA

AICPA Not-for-Profit Section

Because of our dedication to serving not-for-profit organizations, our firm is a member of the American Institute of Certified Public Accountants (AICPA) Not-for-Profit Section. Membership provides support and resources for Not-for-Profit professionals and business advisors.



Florida Institute of Certified Public Accountants



Firm Profile

Commitment to Client Service

Technical Expertise and Personal Service

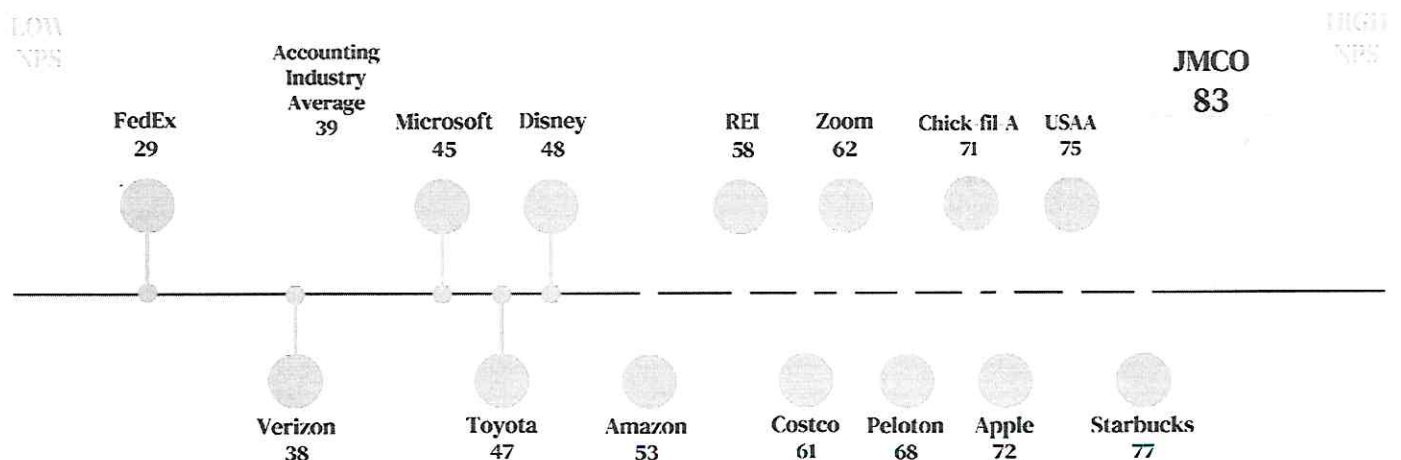
The Best of Both Worlds

We're much more than just a compliance shop; we're focused on the entire picture of your operations - addressing your overall organization goals as well as your audit and accounting matters. With James Moore, you get a stellar combination of client service, technical knowledge, and world-class expertise with the accessibility you'd expect from a local service provider.

While our expertise speaks for itself, it's our commitment to client service that sets us apart. But don't just take our word for it...

a recent survey found that our clients are more than twice as likely than the industry average to recommend us to their friends and colleagues.

This is according to our Net Promoter Score (NPS) - a leading indicator of customer experience and business growth recognized around the world.



Source: NICE Satmetrix U.S. Consumer 2022 Net Promoter Benchmarks

Understanding of the Engagement

We understand Royal Palm Charter School (School) is seeking an accounting firm to provide annual financial audit services as required by Section 218.39(1)(e) and (f), Florida Statutes. Services include the audit and preparation of the financial statements for the year ending June 30, 2023 and the preparation of Form 990.

We understand the engagement is to be performed in accordance with Generally Accepted Accounting Principles (GAAP), Generally Accepted Government Auditing Standards (GAGAS), rules of the Florida Auditor General, and all other applicable federal, state, and local laws and regulations. Tax returns (federal and applicable state returns) shall be prepared in accordance with IRS filing deadlines.

We will provide a report on the fair presentation of the basic financial statements, a report on internal control over financial reporting, and a report on compliance with applicable laws and regulations.

The work for this engagement will be completed through our office and by on-site visits to your location (for compliance testing). The audits performed by James Moore are segmented into distinct, manageable sections. Scheduling in this manner reduces interference with your normal operating procedures and enhances our ability to meet deadlines. Summarized below is our audit approach relative to the various segments of the audit.

PRELIMINARY PHASE

- » Establish the terms of the engagement
- » Obtain documents associated with your environment, activities, key processes, and internal controls
- » Establish preliminary planning materiality
- » Perform initial data extraction analysis of key accounts and processes
- » Develop detailed audit plan, to include:
 1. Assessment of risk at the financial statement account balance level
 2. Plan tests of controls, tests of compliance and substantive procedures
 3. Communicate audit plan with all members of engagement team

SUBSTANTIVE PHASE

- » Perform tests of controls
- » Perform substantive testing of balances
- » Perform tests of compliance
- » Evaluate results of testing and, if necessary, modify audit plan

COMPLETION & REPORTING PHASE

- » Exit Conference
- » Final review by Lead Partner and Quality Control Review Partner
- » Obtain management representations
- » Summarize results of work and findings
- » Engagement reporting to management and those charged with governance

Risk Assessment - Continuous process throughout the audit

- » Identify risks associated with the organization
- » Identify material account balances, assertions, and related internal controls
- » Design all phases of the audit to appropriately address identified risks
- » Reassess initial risk assessment based upon results of procedures performed

Engagement Approach

Specific Audit Approach

Understanding of the Scope of Services to be Performed

We understand the work to be performed, including an examination of financial statements, a financial audit, and a compliance audit required by the Federal Uniform Grant Guidance and Rules of the Auditor General. We also will prepare and submit the IRS Form 990.

Independence

The firm and each individual staff member assigned to the engagement are free from personal or external impairments to independence and are organizationally independent and will maintain an independent attitude and appearance.

Lean Culture

James Moore has adopted a Lean culture, developing Gold Standards that require we provide the best service possible. We implemented Gold Standards for each phase of the audit process. As we go through each phase of the audit, we ask ourselves:

- » Does this provide value to our client?
- » Does this provide value to James Moore?
- » Does this meet a regulatory standard?

If a procedure or task does not meet one of these requirements, we do not spend our time on it and instead refocus our efforts to something that is of value. Much of that focus ensures frequent communication throughout the year, which helps us to develop a robust risk assessment tailored to your organization, as well as serve as trusted advisors while business decisions are being made. We have found there are fewer surprises and work loops later in the process as a result of effective planning.

Audit Approach & Process

Our methodology has been developed to comply with generally accepted auditing standards promulgated by the AICPA's Auditing Standards Board (U.S. GAAS) and, when applicable, Generally Accepted Government Auditing Standards (GAGAS). These auditing standards establish the overall objectives of the independent auditor and explain the nature and scope of an audit, and also are designed to enable the independent auditor to meet those objectives. The auditing standards stipulate the general responsibilities of the auditor, as well as the auditor's further considerations relevant to the application of those responsibilities to specific topics.

Additionally, as significant federal and state grant expenditures are anticipated to continue at your organization, your audit also is subject to OMB Uniform Grant Guidance, Audits of States, Local Governments, and Non-Profit Organizations, as well as the Florida Single Audit Act.

For the purposes of this proposal, we've summarized our audit process into three distinct phases:

Descriptions of each phase are presented on the following pages.



Engagement Approach

Specific Audit Approach

PLANNING

Continuance Considerations

Occurs 4-6 months before year-end. We consider items such as:

- » Feedback received from previous audit exit conferences with management
- » Meeting with management to discuss any significant or unusual activities that have occurred during the year or are expected to occur within the year

Pre-Planning Conversations

Occurs 1-3 months before year-end. We inquire about items such as:

- » Changes to intended services desired from our firm or the intended use of the financial statements
- » Changes in management or other key staffing areas
- » Impact of any recent accounting standards

These items are important for us in proactively planning for the nature, extent, and timing of the audit, but they also help us in serving as advisors. All relevant conversations are shared with key engagement team members in a timely manner so the entire team remains updated.

Formal Planning and Interim Procedures

Occurs near year-end. Procedures include:

- » Establish preliminary planning materiality
- » Develop detailed audit plan, to include:
 - » Assessment of risk at the financial statement account balance level
 - » Plan tests of controls, tests of compliance and substantive procedures
 - » Communicate audit plan with all members of engagement team
- » Perform initial data extraction analysis of key accounts and transaction classes
- » Perform tests of controls and compliance
- » Evaluate results of testing and, if necessary, modify the audit plan

Internal Controls

Internal controls are the steps put in place to provide reasonable assurance that the organization will achieve its objectives. These objectives fall into three categories:



Obtaining an understanding of the entity's internal controls is a fundamental part of understanding the entity and its environment. Although the process for obtaining an understanding of the entity's internal control is addressed here as a separate process, it is part of our risk assessment and may be performed concurrently with other risk assessment procedures.

The primary reason for understanding the entity's internal controls is the same as performing other risk assessment procedures: (1) to assess the risk of material misstatement, and (2) to design and perform further audit procedures.

Our understanding of the internal controls will include the following:

- » The five interrelated components of internal control:
 - (1) control environment
 - (2) risk assessment
 - (3) information and communication systems
 - (4) control activities
 - (5) monitoring
- » The entity's selection and application of accounting policies
- » The entity's use of information technology

Engagement Approach

Specific Audit Approach

In addition, we will develop an understanding of how the entity selects and applies its accounting policies and consider their appropriateness. This understanding will include (1) methods of accounting for significant and unusual transactions, (2) the effects of significant accounting policies in emerging or controversial areas for which consensus or authoritative guidance is lacking, (3) identification of new financial reporting standards and regulations pertinent to the entity, including how the entity will implement them, and (4) changes in the entity's accounting policies, including consideration of the reasons for, and the appropriateness of the changes.

The understanding of internal controls will include, at a minimum, the following:

- » **For significant classes of transactions:** An understanding of the entity's processes and controls over the initiating, authorizing, recording, processing, and reporting of transactions.
- » **For material accounts:** An understanding of reconciliation controls related to material accounts. We will develop our understanding of reconciliation controls related to material accounts even if the account is not part of a significant class of transactions. For example, we may not consider the property account to be a part of a significant class of transactions for a particular entity, but if the property account is material, we will still gain an understanding of applicable reconciliation controls.
- » **For significant or fraud risks:** An understanding of the controls related to that specific risk.

We cannot evaluate the design of the controls by assessing individual controls in isolation. Rather, we will assess the controls in a transaction cycle as a group, as follows:

- » Obtain an understanding of the processes and flow of information through the transaction cycle.
- » Determine what can go wrong within the transaction cycle.
- » Determine whether the controls are sufficient to address the instances of what can go wrong within the transaction cycle.

In determining whether the controls in a process are designed effectively, we will use a top-down approach: one in which we first consider the design of entity-level controls relevant to the process and then consider the activity-level controls. The entity-level controls

that generally have the most direct impact on the function of the activity-level controls are the controls related to monitoring and general controls for IT. The effectiveness of activity-level controls is significantly affected by the effectiveness of entity-level controls. For example, an entity may have poor segregation of duties in the accounts payable/cash disbursements area and may compensate for this deficiency through a thorough review and approval of each disbursement. If the entity has an effective control environment, general controls for IT that limit access to accounts payable applications to one or a few people, and monitoring controls to ensure the review and approval process is functioning correctly, we may determine that controls over the accounts payable/cash disbursements function are adequately designed. On the other hand, if the entity does not have a strong control environment and does not monitor the review and approval process, we would conclude that controls over the accounts payable/cash disbursements process are not designed effectively.

Evaluating the design of internal controls requires experience and familiarity with accounting and financial reporting systems. The auditors obtaining an understanding of your internal controls will have sufficient knowledge and experience to effectively accomplish the objectives of this process.

During the Planning Phase the audit request list is updated based on our customized risk assessment. The request list is discussed with management at least 30 days before final fieldwork begins. We only ask for what we need, nothing more. A timeline of deliverables is agreed upon with management to ensure fieldwork objectives and deadlines are met.

The request list also serves as an inventory of items. As you upload documents to our secure client portal, they are marked as "received" on the request list so all engagement team members are aware of what has been received and what is outstanding. Two weeks before final fieldwork, the Engagement Manager or Audit Senior Accountant will follow up with management to make sure there are no questions or delays anticipated.

Note: All planning work, including our risk assessment and tailored audit procedures, is completed and reviewed by the Partner using our collaborative review process before final fieldwork begins.

Engagement Approach

Specific Audit Approach

FIELDWORK

Specific procedures are tailored according to the risk assessment, using information gathered during the Planning Phase. We follow a collaborative review process. As audit work is performed, the Engagement Manager and Partner are performing their review regularly, so that any comments can be discussed with the engagement team during fieldwork. Each member on the engagement team takes ownership and responsibility for the entire engagement. We have found this provides for a better quality output from the start; no additional clean-up following completion of fieldwork is needed to make our audit documentation meet required standards. When we leave the field, our goal is to have no or a minimal number of open items and a draft of the financial statements. Items completed during fieldwork include:

- » Perform substantive testing of account balances
- » Perform analytical procedures
- » Draft the audit report and management letters

REPORTING

- » Final review of the audit report and financial statements by Lead Partner
- » Final review by Quality Control Review Partner
- » Summarize results of work and findings
- » Obtain management representations
- » Engagement reporting to management and those charged with governance
- » Exit conference with management to obtain feedback on the audit

Since we communicate regularly throughout the audit process there will be no surprises when we issue our reports. The reports we issue will include:

- » Our report on the financial statements
- » Our report on internal control over financial reporting and on compliance and other matters
- » If applicable, our report on compliance for each major federal program and state project and on internal control over compliance.
- » Our communication with those charged with governance
- » Our management letter, if applicable

In addition to an exit conference with management, we encourage your governing/board members to meet with us prior to our formal presentation so we can go over all aspects of the audit report (including our findings and recommendations). We have found these meetings to be extremely beneficial in ensuring all of your questions and concerns are addressed, as well as to foster meaningful communication between you and us.

Engagement Approach

Auditing That Makes Sense

Statistical Sampling

Individual sample sizes and tests will be selected based on the unique controls of significant transaction processes tested during the Preliminary Phase. Typically, such sample sizes will amount to no fewer than 40 transactions per process. While individual transactions are selected through sampling as a means of testing controls, our interim and year-end procedures will include significant data extraction procedures, which allow for an assessment to be performed of all transactions. Some audit areas in which sampling and/or data extraction procedures will be performed include non-payroll cash disbursements, payroll, and growth and resource management, among others.

Extent of Computer Software

We anticipate using your technology to the maximum extent possible in conducting our audits. To the extent possible we will request schedules and other information in electronic form, either in spreadsheet format or as a direct download of information from your software. Such information provides for ease of reviewing, sorting, and sampling and saves time for your staff when reports do not have to be derived manually or printed in bulk.

Our firm employs the use of ProFx Engagement Software, which means we are nearly paperless. Use of this software enables us to perform a more meaningful audit, because our time can be spent on more important audit procedures as opposed to balancing out manual workpapers, posting manual adjusting entries, etc.

Type and Extent of Analytical Procedures

Analytical procedures are an additional integral part of our typical audit plan. In addition to our sampling and data extraction (sometimes in advance of such procedures as a means of identifying areas to focus on in data extraction efforts), analytical procedures serve as a key procedure that can indicate areas in which unusual activity may have occurred. While extensive analytical procedures are performed over the financial information, we also incorporate non-financial information to aid in our assessment of financial activity.

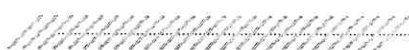
Walkthroughs of key internal control processes will be performed on an annual basis to document a thorough understanding of your internal control structure and assess any changes to internal controls. These walkthroughs will be performed in person with appropriate personnel. Additionally, as discussed earlier, the documentation of every internal control process is prepared and/or reviewed by at least one individual who is certified in Lean Six Sigma. While the primary goal of all internal control systems auditing is centered around the sufficiency of the controls, every process will be considered at a high level from an efficiency perspective in an effort to provide recommendations for any potential efficiencies that may be achievable.

Compliance with Laws, Regulations, and Contracts

As part of obtaining reasonable assurance about whether your financial statements are free from material misstatement, we will perform 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. The identification of items deemed material for testing may arise from reading of your debt agreements, grant agreements, minutes, inquiries of your management or legal counsel, or any other audit procedures.

Compliance with Laws, Regulations, and Contracts

While some compliance tests are performed on an annual basis, the sizes of samples in any additional tests over compliance for larger populations could vary significantly depending on the nature, extent, and frequency of items in the total population. Any required sampling will be conducted in accordance with the applicable professional standards, as well as auditor judgment.



Engagement Approach

Tax Engagement

Tax Services Team

The work of our firm's Tax Team, which includes over 40 individuals, consists of tax compliance and consulting services. Tax compliance includes the preparation and review of all federal, state, and local tax returns, while consulting services revolve around the interpretation and application of existing tax laws. Nearly all transactions have alternate tax consequences and constant changes in tax laws require your tax situation to be monitored throughout the year.

Timeline

Information needed for the IRS Form 990 is collected during audit fieldwork. Preparation of the returns begins immediately following fieldwork. Waiting until this time ensures we have a final trial balance. The goal when completing the 990 is to present it during the same time the audited financial statements are presented to those charged with governance, however this is dependent upon the receipt of all available information and adequate time for management's review of the 990 prior to submitting it to the board for its review. If it is not feasible to present during this audit committee meeting, then we would anticipate presenting at a subsequently scheduled audit committee meeting.

Overall Approach & Communication

We first schedule a meeting with individuals with your organization who will be involved with the preparation and review of tax reporting forms. We attempt to gather all information needed during the course of our audit fieldwork, to eliminate any duplicate requests from your staff. We will meet face to face with these individuals to address key issues which may include potential sensitive areas, and more technical areas. Reviewing the most recent Form 990, specific areas we may discuss would include state tax issues, unrelated business income tax (UBIT), if applicable, and related party transactions.

Following this initial meeting, we will provide appropriate staff with a workable Excel spreadsheet that allows you to address specific items. This document helps ensure we do not make redundant requests and, therefore, are courteous of your staff's time. As soon as our team has a draft available it is presented to appropriate members of your management and reviewed, allowing ample time for proposed changes and discussion, prior to submission to the board for their review. We will be available for questions during the completion of required tax forms and throughout the year. Standard questions will most likely be answered by phone, while more complicated items will be addressed in person.

Unrelated Business Income Tax for Not-For-Profit Clients

James Moore has extensive tax experience associated with unrelated business income tax issues for not-for-profit entities, most notably with unrelated business income tax resulting from private equity investments, and the extensive state tax filing requirements that result therefrom.



Tax and Credits

Firm Qualifications

Commitment to the Education Industry

130+ Education Organizations Served Nationwide

Education Services Team

From the classroom to the gridiron, the mission of education institutions is universal - to foster, enlighten, and develop tomorrow's success stories. It's a goal that requires commitment to excellence in every aspect of what you do, whether it's addressing aging facilities, keeping up with competitors, or attracting and retaining excellent teachers.

You face significant challenges in achieving this mission. Competition for fundraising dollars has increased dramatically. Money is running short for the long-term maintenance needs of buildings, grounds, and systems. Having a trusted resource that understands your budgeting process and the caveats of restricted funds is a key to your success.

At James Moore, your industry is such a cornerstone of our practice that we have established an Education Services Team devoted to your needs. This team has

worked with over 130 education organizations nationwide, including charter schools, public and private universities, athletic associations, education-related foundations, and direct support organizations.

From tax and audit services to agreed-upon procedures and process improvement consulting, we can help shape your financial picture - so you can shape the leaders, thinkers, and achievers of the future.

Services we provide include:

Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp



- » Financial Statement Audits
- » Federal and/or State Single Audits
- » Internal Control Evaluations
- » Internal Audits
- » NCAA Agreed-Upon Procedures
- » Federal & State Tax Compliance
- » Service Organization Controls (SOC) Reports
- » Operational Excellence
- » Strategic Planning
- » Transition Planning & Leadership Development
- » Audit & Assurance, Accounting & Controllership
- » Board Development & Training
- » Cost Allocation Planning
- » Employee Benefit Plan Audits
- » Internal Control Evaluations
- » Tax Planning & Compliance
- » Technology Solutions
- » HR Solutions

Firm Qualifications

Experience with Nonprofits and Governments

*Serving the nonprofit sector and
serve others throughout the state.*

We've had the pleasure of working with over 300 nonprofit organizations around the nation. You could say it's our specialty, particularly in the state of Florida where our nonprofit representation is unmatched. Nonprofits were some of our very first clients, so we've always had a special place in our hearts for them. In fact, they represent more than 25% of our accounting and auditing business. Over the years, we've witnessed many changes and growing obstacles in this sector. Whether it's fluctuations in grant funding and contributions, the increase in demand for services, or the requirements for transparency and government oversight, we're continually adapting and expanding our services to meet our clients' needs.



*We're proud to support Florida's
efforts to help the community.*

Our team knows governments

The unique funding structure for charter schools also requires an auditing team skilled in government accounting methods. We currently serve 100+ government entities throughout Florida, making them another cornerstone of our practice. So we understand the importance of working closely with state funding and regulatory agencies for charter schools and the complex reporting requirements that result therein.

Firm Qualifications

Current Charter School Clients

James Moore has extensive experience auditing charter schools in accordance with generally accepted auditing standards in the United States; Government Auditing Standards issued by the Comptroller General of the United States; Rules of the Florida Auditor General, Chapter 10.850, Charter School Audits; the provisions of Office and Management Budget (OMB) Uniform Guidance (formerly the Circular A-133), Audits of States, Local Governments and Nonprofit Organizations, as well as AICPA standards. James Moore has had the opportunity to serve several charter schools throughout the state of Florida. The following table contains a summary of our current charter school and related entity experience.

ENTITY	FINANCIAL & COMPLIANCE AUDITS/REVIEWS	TAX COMPLIANCE, PLANNING &/OR CONSULTING
Belmont Academy, Inc.		
Biscayne MYcroSchool, Inc.		
Byrneville Elementary School, Inc.		
Choices in Learning, Inc.		
Crossroads Academy Charter School		
Gainesville Country Day School (outsourced accounting)		
Intellivance		
Lone Star MYcroSchool, Inc.		
Madison Creative Arts Academy, Inc.		
MYcroSchool Jacksonville		
New Road to Learning		
Pensacola Beach Elementary School, Inc.		
Pinellas MYcroSchool, Inc.		
Reading Edge Academy, Inc.		
Samsula Academy		
School for Integrated Academics and Technologies of Gainesville, Inc.		
The Seaside School, Inc.		
The Seaside School Foundation, Inc.		
The School of Arts and Sciences Foundation, Inc.		
Wakulla's Charter School of the Arts, Science and Technology, Inc.		



Firm Qualifications

Education Experience

In addition to the current clients listed on the previous page, the following provides a sample of James Moore's charter schools, school districts, and related educational entities we have had the opportunity to serve throughout the state of Florida.

ENTITY	FINANCIAL & COMPLIANCE AUDITS/REVIEWS	TAX COMPLIANCE, PLANNING &/OR CONSULTING
Advanced Technology Center, Inc.		
Alachua County Public Schools (District School Board Financial Audit)		
Alachua County Public Schools Foundation, Inc.		
Baker County Educational Foundation, Inc.		
Baker County School District (Internal Accounts)		
Bradford County School District (Internal Accounts)		
Burns Science & Technology Charter School, Inc.		
Central Florida College Foundation, Inc.		
The Chiles Academy		
Columbia County School District (Internal Accounts)		
Easter Seals Educational Services		
Flagler Schools (Internal Accounts)		
Foundation for Seminole State College of Florida, Inc.		
Gadsden County School District (Internal Accounts)		
MYCroSchool Gainesville		
MYCroSchool Pinellas		
Nassau County School District (Internal Accounts)		
North Central Florida Public Charter School		
Oak Hall Private School		
Public Education Foundation of Marion County		
Rivendell Academy		
School for Accelerated Learning & Technologies, Inc.		
School for Integrated Academics and Technologies of Atlanta, Inc.		
School for Integrated Academics and Technologies of Miami-Dade, Inc.		
Seminole County Public Schools (Internal Accounts)		
St. Johns County School District (Internal Accounts)		
Taylor County School District (Internal Accounts)		
Taylor Education, LLC		
The Veritas School, Inc.		
Volusia County Schools (Internal Accounts)		
Wakulla County Schools (Internal Accounts)		

Firm Qualifications

References

We are pleased to provide you with client references served who best match the requirements and needs of the School. We invite you to contact these entities regarding our dedication to our client service, our professionalism, and our knowledge and experience.

Wakulla's Charter School of the Arts, Sciences and Technology, Inc.	JEFFREY LACHAPELLE , Principal (850) 925-6344 jeffrey.lachapelle@coastcharter.us Dates served: 2008 - present Partner/Director: Kevin Warren
Byrneville Elementary School, Inc.	LISA ANDERSON , Business Manager (850) 256-6350 landerson@byrnevilleelementary.com Dates served: 2011 - present Partner/Director: Kevin Warren
Choices in Learning, Inc.	KAREN CRAWFORD , Business Manager (407) 302-1005 Karen.Crawford@choicesinlearning.org Dates served: 2003 - present Partner/Director: James Halleran
Belmont Academy	LAWTON UNRAU , CEO (386) 487-0487 lawton.unrau@belmontacademy.com Dates served: 2017 - present Partner/Director: Kevin Warren
Madison Creative Arts Academy	JANNA BARRS , Principal (850) 973-2529 barrsj@mcaa.academy Dates served: 2017 - present Partner/Director: Kevin Warren



Proposed Fees

Providing a high level of value for the fees you pay is integral to our basic engagement philosophy. Although fees are important, they should not, in our opinion, be the sole factor in the selection of an audit firm for you. The choice of an accounting firm always should be made primarily on the basis of qualifications, capabilities, and commitment. We will spare no effort to find a common ground for providing a high level of service at a reasonable rate. Our goal is to ensure your accounting needs are met in a manner one would expect from a trusted advisor.

The proposed fees for the audit and tax services are based on the assumption that the accounting records for your organization are maintained in good condition and assistance requested from your personnel will be provided in both a complete and timely manner.

Our firm's philosophy is to provide timely service that does not run up against deadlines. Through effective project management and clear communication throughout the engagement, our clients avoid cost overruns associated with last minute deliverables.

We calculate our fees by estimating a budget that includes all aspects of the engagement, including planning, fieldwork, quality control, and required meetings. Preparing our budget in this manner allows our fees to remain firm for the term of the engagement. Our total, all-inclusive maximum fees for the engagement include administrative, transition, travel, cost overruns, out-of-pocket, and all other expenses.

If the fees presented do not fit within your budget constraints, we encourage you to contact us.

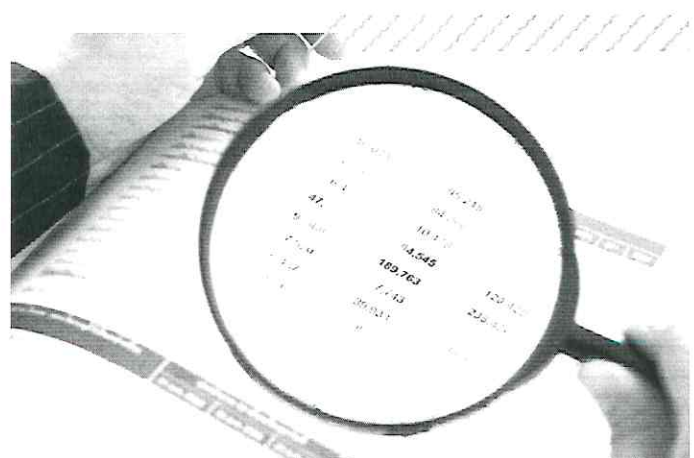
SERVICE	FEES
Audit	\$17,000
Form 990	\$3,000
Evaluate GASB 87 Lease Implementation (if needed)	\$2,000

During the first year we anticipate spending an additional 25 hours (valued at approximately \$5,000) over the proposed budgeted hours. This time will be used to familiarize ourselves with your processes and additional items associated with a new client. This time will not be billed to you; therefore, it is not included in the proposed fees.

Additional Professional Services

Your team will reach out routinely throughout the year to discuss new accounting issues or significant transactions. Because we value consistent communication, we consider these routine consultations to be included in the scope of the proposed fees. Additionally, these fees are inclusive of periodic meetings with your management conducted outside the time encompassed by the proposed audit schedule.

If you would like to engage James Moore for a larger project, we will render a billing for such services at an amount or rates agreed upon prior to the beginning of the engagement.



Staff Qualifications

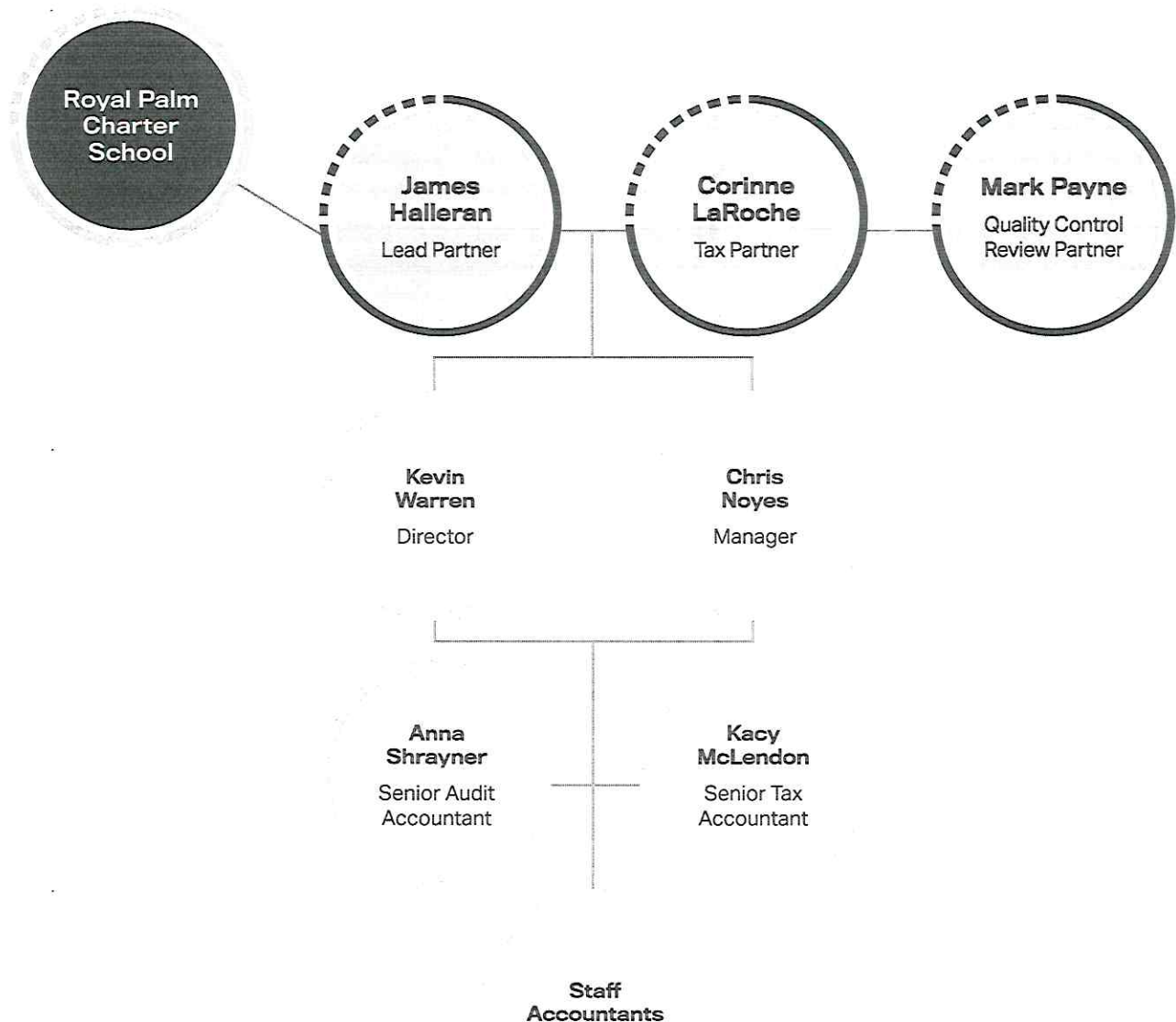
Your Audit Team

We believe successful engagement performance requires a strong, functional team. Our approach to selecting an engagement team is based on the need for close coordination, carefully-defined responsibilities, open lines of communication, and constant quality control throughout the engagement. We hire the best from around the state, bringing value to our partnership with clients.

Your engagement will be staffed by full-time accountants who are Florida licensed, certified, and trained as appropriate for their roles and functions within the firm and on this engagement. All members have extensive experience serving charter schools, related educational entities, governmental entities, and nonprofits.

While our current staff are enough to serve all of our existing clients, we continue to hire new personnel on a regular basis. As our workload increases, our firm stays ready to provide the highest level of client service. The bottom line—we always will have the ability to complete the work required by the School.

Résumés with responsibilities, experience, and education/continuing education are found on the subsequent pages. The proposed engagement team is as follows:

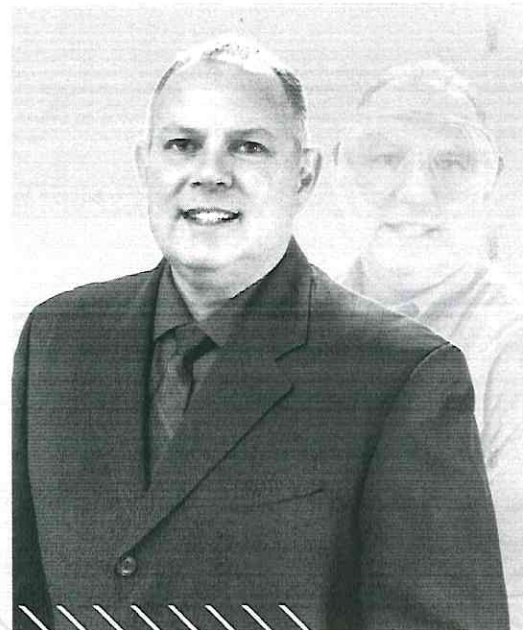


Staff Qualifications

Résumés

Lead Partner

James has 30 years of experience providing accounting and consulting services for nonprofit organizations and government entities. He is a key member of our firm's Government and Nonprofit Services Teams.



Engagement Responsibilities

James will have complete and final responsibility for the audit, from planning to presentation of the financial statements. He also is responsible for ensuring the highest quality of client service and technical competence.

Experience

James's experience includes a wide range of assignments with an emphasis on nonprofit and governmental auditing. During his tenure with the firm, James has been involved with nonprofit organizations that receive state and federal financial assistance subject to Government Auditing Standards, Florida Single Audit Act and with OMB Uniform Grant Guidance. He has performed consulting services in the area of internal controls, agreed-upon procedures, and system design. In addition, he has performed internal inspections and external peer reviews for the firm in accordance with peer review requirements.

James is recognized statewide as an expert for nonprofit and government auditing and reporting, and he currently serves on committees for the FICPA and the FGFOA. He often is called upon to teach training courses within the firm and for the FICPA and FGFOA. Additionally, he serves as an ACFR reviewer for the GFOA.

Education & CPE

James received a Master of Science in Taxation and a Bachelor of Science degree in Business Administration with a Major in Accounting from the University of Central Florida. He has exceeded the CPE requirements of the State Board, with classes specific to nonprofit and governmental auditing, as required by the U.S. Government Accountability Office.

Memberships

- » American Institute of Certified Public Accountants (Member of the Not-For-Profit Section and Government Audit Quality Center)
- » Florida Institute of Certified Public Accountants (Instructor and Past Steering Committee of the State & Local Government Section)
- » Government Finance Officers Association (ACFR Reviewer)
- » Florida Government Finance Officers Association (Technical Resource Committee and Instructor)
- » Volusia/Flagler Chapter of the Florida Government Finance Officers Association (Instructor)
- » Florida League of Cities
- » Northeast Florida League of Cities
- » Space Coast League of Cities
- » Volusia League of Cities
- » United Way of Volusia and Flagler Counties, Inc. (Past Chair and Treasurer)
- » Strategic Nonprofit Alliance Partnership (Partner-in-Charge - Volusia/Flagler Group)
- » Rotary Club of Daytona Beach (Past Treasurer)
- » One Voice for Volusia
- » Port Orange/South Daytona Chamber of Commerce (Past Board Member)
- » Leadership Port Orange/South Daytona Chamber Alumni

Staff Qualifications

Résumés

Relevant Experience

Charter Schools

- » Burns Science & Technology Charter School, Inc.
- » The Chiles Academy, Inc.
- » Choices in Learning, Inc.
- » MYcroSchool Jacksonville
- » Pensacola Beach Elementary School, Inc.
- » Pinellas MYcroSchool, Inc.
- » Reading Edge Academy, Inc.
- » Samsula Academy
- » School for Integrated Academics and Technologies of Gainesville, Inc.
- » The Seaside School, Inc.
- » The Seaside School Foundation, Inc.
- » The School of Arts and Sciences Foundation, Inc.
- » Wakulla's Charter School of the Arts, Science and Technology, Inc.

School Districts - Internal Accounts

- » Flagler Schools
- » Gadsden County School District
- » Nassau County School District
- » Seminole County Public Schools
- » St. Johns County School District

Nonprofits

- » AdventHealth Daytona Beach Foundation
- » The Arc Sunrise of Central Florida, Inc.
- » The Arc Volusia, Inc.
- » Atlantic Center for the Arts, Inc.
- » Bay Franklin Gulf Healthy Start Coalition, Inc.
- » Believe in Faith Foundation
- » Big Bend Community Based Care, Inc.
- » Boys & Girls Clubs of Volusia/Flagler Counties, Inc.
- » Brevard CARES, Inc.
- » Care Diversified of Lake County, Inc.
- » CareerSource Brevard
- » CareerSource Capital Region
- » CareerSource Chipola
- » CareerSource Escarosa
- » CareerSource Flagler Volusia
- » CareerSource Gulf Coast
- » CareerSource Heartland
- » CareerSource Okaloosa Walton
- » CareerSource Pasco Hernando
- » CareerSource Polk
- » CareerSource Research Coast

- » CareerSource Suncoast
- » CareerSource Tampa Bay
- » Child Advocacy Center, Inc.
- » Community Foundation of United Way of Volusia-Flagler Counties
- » Community Legal Services of Mid-Florida, Inc.
- » Community Outreach Services, Inc.
- » Community Partnership for Children, Inc.
- » Daytona Area Senior Services, Inc.
- » DeEtte Holden Cummer Museum Foundation, Inc.
- » Disabled American Veterans Department of Florida, Inc.
- » The Early Learning Coalition of Flagler & Volusia Counties, Inc.
- » Family Renew Community, Inc.
- » Flagler County Education Direct Support Organization, Inc.
- » Friends of Families Foundation, Inc.
- » Halifax Habitat for Humanity, Inc.
- » Head Start Child Development and Family Services, Inc.
- » The Healthy Start Coalition of Flagler & Volusia Counties, Inc.
- » Heart of Florida Health Center, Inc.
- » The House Next Door, Inc.
- » Hugh Ash Manor, Inc.
- » Jeep Beach, Inc.
- » Legal Advocacy Center of Central Florida, Inc.
- » Museum of Arts and Sciences
- » North East Florida Addictions Network, Inc.
- » Northeast Florida Health Services, Inc.
- » Ormond Main Street, Inc.
- » Park of the Palms, Inc.
- » Pinellas Opportunity Council, Inc.
- » Rotary Club of Daytona Beach
- » Rural Health Care, Inc. DBA Aza Health
- » Seminole Prevention Coalition, Inc.
- » Serenity House of Volusia, Inc.
- » SMA Healthcare Foundation, Inc.
- » SMA Healthcare, Inc.
- » Southeast Volusia Habitat for Humanity, Inc.
- » Sunshine State One-Call of Florida, Inc.
- » Suwannee Valley Community Coordinated Child Care, Inc.
- » Windward Behavioral Care, Inc.

Staff Qualifications

Résumés

Tax Partner

Corinne has over 10 years of experience providing accounting and consulting services to nonprofit organizations. She holds the AICPA Not-For-Profit Certification. As a result of her experience, she serves as an integral member of the firm's Nonprofit Services Team.



Engagement Responsibilities

Corinne will serve as the Engagement Tax Partner and will maintain responsibility and provide the quality control review for tax preparation. She will be available to address any tax-specific questions or concerns that arise throughout the year.

Experience

Corinne's primary focus is on serving the needs of nonprofit organizations, which includes addressing taxation issues in addition to providing audit and assurance services and accounting and controllership services. She also has served as a contracted CFO and provides CFO consulting services for several nonprofits. Corinne proactively develops solutions to help nonprofits improve their financial reporting and achieve their long-term goals.

She has worked with many entities and organizations that receive substantial federal and state assistance subject to OMB Uniform Grant Guidance and the Florida Single Audit Act. Corinne has assisted organizations prepare their Form 990 and remain in compliance with IRS rules and regulations.

In addition to her client and board member experience, Corinne remains current on nonprofit reporting, taxation, and industry trends by maintaining her Not-For-Profit Certification through the AICPA and through participating in qualifying CPE courses. Recent presentations Corinne has made include Board Academy Training for the Community Foundation of North Central Florida and Unrelated Business Income Training for the University of Florida.

Education & CPE

Corinne received her Master of Accountancy and her Bachelor of Science in Accounting from the University of Florida. She has exceeded the continuing professional education requirements of the State Board, with classes specific to nonprofit and governmental auditing, as required by the U.S. Government Accountability Office.

Affiliations

- » American Institute of Certified Public Accountants (Certified Member of the Not-For-Profit Section; Advanced Single Audit Certificate; LGBTQ+ Initiatives Committee Member)
- » Florida Institute of Certified Public Accountants
- » AGN North America (Executive Committee Advisory Committee Member)
- » Community Foundation of North Central Florida
- » Leadership Gainesville (Class 44)
- » Racial Equity Training, Groundwater Institute
- » Take Stock In Children Mentor

Staff Qualifications

Résumés

Relevant Experience

Charter Schools

- » Belmont Academy, Inc.
- » Gainesville Country Day School
- » Madison Creative Arts Academy, Inc.
- » MYcroSchool Jacksonville
- » Pinellas MYcroSchool, Inc.
- » School for Integrated Academics and Technologies of Gainesville, Inc.
- » The Seaside School, Inc.
- » The Seaside School Foundation, Inc.
- » The School of Arts and Sciences Foundation, Inc.
- » Wakulla's Charter School of the Arts, Science and Technology, Inc.

Nonprofits

- » Big Bend Community Based Care, Inc.
- » CareerSource Capital Region
- » CareerSource Escarosa
- » CareerSource Flagler Volusia
- » CareerSource Florida
- » CareerSource Florida Crown
- » CareerSource Heartland
- » CareerSource Okaloosa Walton
- » CareerSource Pasco Hernando
- » CareerSource Research Coast
- » CareerSource Tampa Bay
- » CDS Family & Behavioral Health Services, Inc.
- » Communities Connected for Kids, Inc.
- » The Consortium of Florida Education Foundations
- » Corrections Foundation, Inc.
- » Daytona Beach Area Association of Realtors, Inc.
- » DISC Village, Inc.
- » The Education Foundation of Alachua County, Inc.
- » Florida Federation of Music Clubs, Inc.
- » c
- » Florida Research Consortium
- » Florida State University Research Foundation, Inc.
- » Gainesville Area Chamber of Commerce
- » Gainesville Sports Commission, Inc.
- » GatorCare Health Management Corporation

- » Helping Hands Rescue
- » Holy Trinity Episcopal Church
- » India Cultural & Educational Center, Inc.
- » International Alliance for Invitational Education
- » Jefferson Senior Citizen Center, Inc.
- » Journey North
- » Koch Foundation, Inc.
- » Lee's Place, Inc.
- » Legal Aid Foundation, Inc.
- » Lubee Foundation, Inc.
- » Mid-Florida Area Agency on Aging, Inc. DBA Elder Options
- » One Voice for Volusia, Inc.
- » Park of the Palms, Inc.
- » Safety Shelter of St. Johns County, Inc. DBA Betty Griffin House
- » St. Johns River Water Management District
- » Sunshine State One-Call of Florida, Inc.
- » Suwannee River Area Council of the Boy Scouts of America, Inc.
- » Suwannee River Economic Council, Inc.
- » Suwannee Valley Community Coordinated Child Care, Inc.
- » Transitional Living of North Central Florida, Inc. DBA Center for Independent Living of North Central Florida
- » United For Families, Inc.
- » United Way of North Central Florida
- » University of Central Florida Athletic Association, Inc.
- » University of Florida College of Nursing Faculty Practice Association, Inc.
- » University of Florida Development Corporation
- » UF Foundation, Inc. Retirement Plan
- » University of Florida Self-Insurance Program
- » Westside Baptist Church
- » WJCT, Inc. and WJCT Foundation, Inc.
- » WUFT-TV and FM - University of Florida
- » WUSF/WSMR-FM - University of South Florida
- » WUSF-TV and FM - University of South Florida

Staff Qualifications

Résumés

Quality Control Review Partner

Mark has over 30 years of experience as a certified public accountant in the states of Florida and Georgia, providing accounting and consulting services to nonprofit organizations, professional associations and governmental agencies. He leads the firm's Nonprofit Services Team.



Engagement Responsibilities

As the Quality Control Review Partner, Mark will perform the second partner review of the financial statements. He will be available for the entire engagement team for all aspects of the engagement.

Experience

Mark has extensive knowledge of OMB Uniform Grant Guidance and has been intricately involved with audits of nonprofit organizations and governmental entities that receive state and federal financial assistance subject to Government Auditing Standards. His detailed knowledge of Federal and State tax compliance has made him a firm-wide resource when questions arise regarding nonprofits and accounting.

Mark is an active speaker throughout Florida and the southeast, addressing topics related to the Federal Uniform Grant Guidance, internal controls, nonprofit board development, financial management, and reviewing financial statements. He is a member of several professional associations and nonprofit boards, including the Institute for Nonprofit Innovation and Excellence where he serves as a board member and the United Partners for Human Services, Inc.

Education & CPE

Mark received a Bachelor of Science in Accounting and Finance from Florida State University. He has been directly involved in developing courses for in-house CPE training and has served as an instructor for audit-related courses. Mark has exceeded the CPE requirements of the State Board, with classes specific to nonprofit and governmental auditing, as required by the U.S. Government Accountability Office.

Memberships

- » American Institute of Certified Public Accountants (Member of the Government Audit Quality Center)
- » Florida Institute of Certified Public Accountants
- » Georgia Society of Certified Public Accountants
- » Government Finance Officers Association
- » Florida Government Finance Officers Association
- » The Institute for Nonprofit Innovation and Excellence (Board Member)
- » Strategic Nonprofit Alliance Partnership (SNAP), Inc. (Founding Member)
- » United Partners for Human Services, Inc. (Board Member)

Staff Qualifications

Résumés

Relevant Experience

Education

- » Belmont Academy
- » Biscayne MYcroSchool, Inc.
- » Byrneville Elementary School, Inc.
- » The Chiles Academy, Inc.
- » Citrus MYcroSchool of Integrated Academics and Technologies, Inc.
- » The Foundation for Leon County Schools, Inc.
- » Lone Star MYcroSchool, Inc. DBA Lone Star High School
- » Madison Creative Arts Academy, Inc.
- » MYcroSchool - Gainesville; Jacksonville; Pinellas
- » New Road to Learning, Inc.
- » Pensacola Beach Elementary School, Inc.
- » Pinellas MYcroSchool, Inc.
- » Reading Edge Academy, Inc.
- » Samsula Academy
- » School for Accelerated Learning and Technologies, Inc.
- » School for Integrated Academics and Technologies (SIATech) - Gainesville; Jacksonville; Miami-Dade
- » School of Arts and Science Foundation, Inc.
- » Taylor County Education Foundation, Inc.
- » Taylor County School District (Internal Accounts)
- » Seaside School Foundation, Inc.
- » The Seaside School, Inc.
- » The School of Arts and Sciences Foundation, Inc.
- » Wakulla County Schools (Internal Accounts)
- » Wakulla's Charter School of the Arts, Science and Technology, Inc.
- » World Class Schools of Leon County, Inc.

Nonprofits

- » Aging With Dignity, Inc.
- » The Arc of Florida, Inc.
- » Area Agency on Aging of North Florida
- » Bay Franklin Gulf Healthy Start Coalition, Inc.
- » Big Bend Cares, Inc.
- » Big Bend Community Based Care
- » Big Bend Homeless Coalition
- » Big Brothers Big Sisters of the Big Bend, Inc.
- » The Blue Angels Foundation, Inc.
- » Bond Community Health Center, Inc.
- » Boys & Girls Club of the Big Bend, Inc.
- » Brehon Institute for Family Services, Inc.
- » Capital City Youth Services, Inc.
- » CareerSource Capital Region
- » CareerSource Chipola
- » CareerSource Escarosa
- » CareerSource Florida Crown
- » CareerSource Gulf Coast
- » CareerSource Heartland

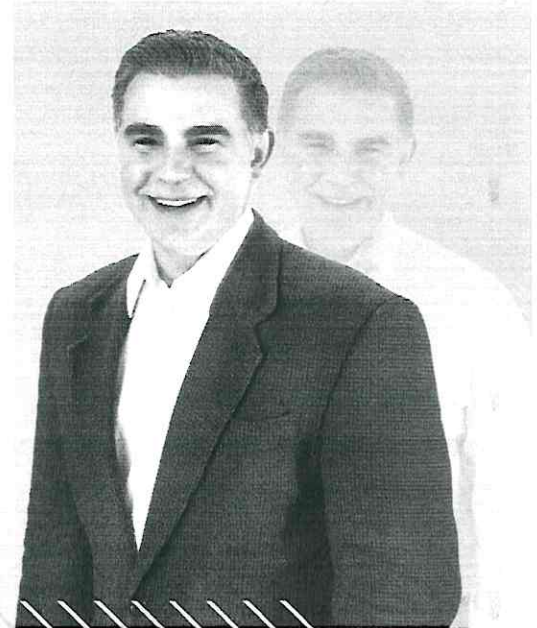
- » CareerSource Okaloosa Walton
- » CareerSource Polk
- » CareerSource Suncoast
- » CareerSource Tampa Bay
- » The Center for Health Equity, Inc.
- » Center for Independent Living
- » Children's Services Council of Florida, Inc.
- » Chipola Healthy Start Coalition, Inc.
- » Community Action Stops Abuse, Inc.
- » Disability Rights Florida, Inc.
- » Disc Village, Inc.
- » Early Learning Coalition of the Big Bend Region, Inc.
- » The Family C.A.F.E., Inc.
- » Florida Alliance for Assistive Services and Technology, Inc.
- » Florida Art Education Association, Inc.
- » Florida Association for Volunteer Action in the Caribbean and the Americas, Inc.
- » Florida Association of Community Health Centers
- » Florida Association of Rehabilitation Facilities DBA RESPECT of Florida
- » Florida Bandmasters Association, Inc.
- » Florida Chapter of the American Planning Association, Inc.
- » Florida Children's Council
- » Florida Coalition Against Domestic Violence Foundation, Inc.
- » Florida Commission on Community Service
- » Florida Council Against Sexual Violence, Inc.
- » Florida Council on Aging, Inc.
- » Florida Electric Cooperatives Association, Inc.
- » Florida Healthy Kids Corporation
- » The Florida Recreation & Park Association
- » Florida School Music Association, Inc.
- » Florida Society of Association Executives, Inc.
- » Florida Veterans Foundation, Inc.
- » Florida Vocal Association, Inc.
- » Girl Scout Council of the Florida Panhandle, Inc.
- » The Institute for Intergovernmental Research, Inc.
- » Lee's Place, Inc.
- » Lutheran Social Services of North Florida, Inc.
- » Micah's Place, Inc.
- » National Black Business Support Corporation
- » Neighborhood Medical Center, Inc.
- » Positive Direction Youth Center, Inc.
- » Professional Home Care Providers, Inc.
- » Refuge House, Inc.
- » Southern Scholarship Foundation, Inc.
- » Suwannee River Area Council of the Boy Scouts of America, Inc.
- » Wakulla County Senior Citizens' Council, Inc.

Staff Qualifications

Résumés

Director

Kevin has over 20 years of experience providing accounting and consulting services to nonprofit organizations, professional associations, and governmental entities. He is a key member of the firm's Accounting & Auditing and Higher Education Services Teams.



Engagement Responsibilities

Kevin will be responsible for overseeing the engagement from the planning phase to the final delivery of work. He will provide leadership and management over the audit process, which will include, but is not limited to risk assessment, budgeting, planning, scheduling, executing, and reporting.

Experience

Kevin's experience includes a wide range of assignments for nonprofit organizations, professional associations, governmental entities, and university-related entities throughout Florida. He has the experience needed to develop solutions to strengthen internal controls and improve financial reporting.

Kevin has completed presentations on topics such as cost allocation, internal controls and fraud to groups located in the Tallahassee area. His most recent presentation was completed at the Annual United Partners for Human Services (UPHS) Conference for Excellence in Nonprofit Management.

Education & CPE

Kevin received a Bachelor of Science in Accounting from Florida State University. He has exceeded the continuing professional education requirements of the State Board, with classes specific to nonprofit and governmental auditing, as required by the U.S. Government Accountability Office.

Memberships

- » American Institute of Certified Public Accountants
- » Florida Institute of Certified Public Accountants
- » Institute for Nonprofit Innovation and Excellence (Treasurer)
- » Strategic Nonprofit Alliance Partnership (SNAP), Inc.
- » College Athletic Business Management Association
- » National Association of Collegiate and University Business Management Association
- » Southern Association of College and University Business Officers
- » Public Media Business Association
- » Tallahassee Tottenham Hotspur Futbol Club (Treasurer)

1. Firm's Introduction

Resumés

Relevant Experience

Charter Schools

- » Belmont Academy, Inc.
- » Biscayne MYcroSchool, Inc.
- » Byrneville Elementary School, Inc.
- » Lone Star MYcroSchool, Inc.
- » Madison Creative Arts Academy, Inc.
- » MYcroSchool Jacksonville
- » New Road to Learning
- » Pensacola Beach Elementary School, Inc.
- » Pinellas MYcroSchool, Inc.
- » Reading Edge Academy, Inc.
- » Samsula Academy
- » School for Integrated Academics and Technologies of Gainesville, Inc.
- » The Seaside School, Inc.
- » The Seaside School Foundation, Inc.
- » The School of Arts and Sciences Foundation, Inc.
- » Wakulla's Charter School of the Arts, Science and Technology, Inc.

Nonprofits

- » Ability 1st
- » Big Bend Community Based Care, Inc.
- » The Blue Angels Foundation, Inc.
- » Bond Community Health Center, Inc.
- » Boys & Girls Club of the Big Bend, Inc.
- » Capital Area Healthy State Coalition, Inc.
- » Capital City YMCA
- » Capital City Youth Services, Inc.
- » Capital Medical Society Foundation
- » CareerSource Capital Region
- » CareerSource Chipola
- » CareerSource Escarosa
- » CareerSource Florida Crown
- » CareerSource Gulf Coast
- » CareerSource Okaloosa Walton
- » Center for Independent Living, Inc.
- » Disability Rights
- » DISC Village, Inc.
- » Evidence Based Associates
- » Florida Association of the American Institute of Architects, Inc.
- » Florida Electric Cooperatives Association, Inc.
- » Florida Forestry Association
- » Florida Hospice and Palliative
- » Government Accountability Institute

- » Human Service Associates, Inc.
- » Legal Aid Foundation of the Tallahassee Bar Association
- » Miracle Hill Nursing & Rehabilitation
- » Neighborhood Medical Center, Inc.
- » Positive Direction Youth Center, Inc.
- » Refuge House, Inc.
- » Safety Shelter of St. Johns County, Inc.
- » Southern Scholarship Foundation, Inc.
- » Suwannee River Area Council of the Boy Scouts of America, Inc.
- » Tallahassee Bar Association
- » The Family C.A.F.E., Inc.
- » The Henry & Rilla White Youth Foundation, Inc.
- » Twin Oaks Juvenile Development, Inc.
- » WFSU/WFSG-TV - Florida State University
- » WFSU/WFSQ/WFSW-FM - Florida State University
- » WGCU-TV and FM - Florida Gulf Coast University
- » WJCT, Inc. and WJCT Foundation, Inc.
- » WNIJ/WNIU-FM - Northern Illinois University
- » WUCF-TV and FM - University of Central Florida
- » WUOT-FM - University of Tennessee
- » WUWF-FM - University of West Florida

Government

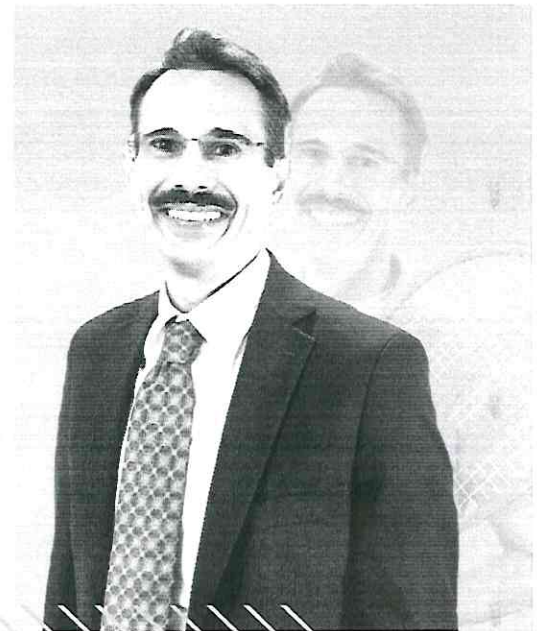
- » City of Carrabelle
- » City of Chattahoochee
- » City of Midway
- » City of Monticello
- » City of Palm Coast
- » City of Sopchoppy
- » City of St. Marks
- » Town of Grand Ridge
- » Town of Greensboro
- » Town of Havana
- » Baker County
- » St. Johns County
- » Union County
- » Wakulla County
- » Florida Department of Juvenile Justice
- » Leon County Educational Facilities Authority
- » Seacoast Utility Authority
- » Suwannee Valley Transit Authority
- » Taylor County School District (Internal Accounts)
- » Wakulla County Schools (Internal Accounts)

Staff Qualifications

Résumés

Manager

With over 20 years of public accounting experience, Chris specializes in audits of educational institutions, governmental entities, and nonprofit organizations.



Engagement Responsibilities

As an Engagement Manager, Chris will play a role in planning, performance and supervision of fieldwork, and preparation of the financial statements and reports.

Experience

With over 20 years of experience, Chris specializes in assurance services for a diverse group of direct service organizations, foundations, public universities, and nonprofits.

Recently, he assisted the University of Florida with analyzing and documenting the internal controls of its 27 Direct Support Organizations and Component Units.

Chris also holds the Chartered Global Management Accountant (CGMA) designation, a global management accounting designation demonstrating proficiency in finance, operations, and strategy.

Prior to joining James Moore, Chris worked on audits of the University of New Mexico and New Mexico Tech.

Education & CPE

Chris graduated *magna cum laude* with a Bachelor of Arts in Economics from Vanderbilt University. He has exceeded the CPE requirements of the State Board, with classes specific to nonprofit and governmental auditing, as required by the U.S. Government Accountability Office.

Memberships

- » American Institute of Certified Public Accountants (Certified Public Accountant and Chartered Global Management Accountant)
- » Florida Institute of Certified Public Accountants
- » College Athletic Business Management Association
- » National Association of College and University Business Officers
- » Leadership Daytona (Class of 42)
- » One Voice for Volusia

Staff Qualifications

Résumés

Relevant Experience

Charter Schools

- » The Chiles Academy, Inc.
- » Choices in Learning, Inc.
- » Reading Edge Academy, Inc.
- » Samsula Academy

Higher Education

- » Daytona State College Foundation, Inc.
- » Florida Atlantic University (FAU) Finance Corporation
- » FAU Foundation
- » University of Florida Historic St. Augustine, Inc.

Government

- » City of DeLand
- » City of Holly Hill
- » City of Ormond Beach
- » Florida Governmental Utility Authority
- » Nassau County (Internal Audit)
- » Space Coast Area Transit
- » Space Coast Transportation Planning Organization
- » St. Johns River Water Management District
- » Volusia Transit Management, Inc. (VOTRAN)

Nonprofit

- » Community Foundation of North Florida, Inc.
- » Community Foundation of United Way of Volusia-Flagler Counties
- » Dominican Development Group
- » United Way of Volusia-Flagler Counties, Inc.

Staff Qualifications

Résumés

Senior Accountant

Anna has over four years of experience providing assurance services to nonprofit organizations and government entities.



Engagement Responsibilities

Anna will be responsible for planning, performance of field work, Federal and State grant testing, and preparation of final audit reports. She will conduct audit testing of the financial statements and compliance auditing under OMB Uniform Grant Guidance.

Experience

With over four years of experience conducting financial audits, federal and state compliance audits, and agreed-upon procedures, Anna focuses primarily on nonprofit clients, giving her extensive knowledge of the requirements of these organizations.

Education

Anna earned a Bachelor of Science in Business Administration (Accounting) from the University of Central Florida.

Memberships

- » American Institute of Certified Public Accountants
- » Florida Institute of Certified Public Accountants
- » Volusia Young Professionals Group (Board Member)

Staff Qualifications

Résumés

Relevant Experience

Charter Schools

- » The Chiles Academy, Inc.
- » Choices in Learning, Inc.
- » Madison Creative Arts Academy, Inc.
- » Reading Edge Academy, Inc.
- » Samsula Academy

Nonprofits

- » The Arc Volusia, Inc.
- » CareerSource Brevard
- » CareerSource Capital Region
- » CareerSource Gulf Coast
- » CareerSource Polk
- » CareerSource Research Coast
- » CareerSource Tampa Bay
- » The Consortium of Florida Education Foundations
- » Daytona Beach Area Association of Realtors, Inc.
- » The Early Learning Coalition of Flagler & Volusia Counties, Inc.
- » The Education Foundation of Alachua County, Inc.
- » First Step Shelter, Inc.
- » The House Next Door, Inc.
- » Northeast Florida Health Services, Inc.
- » SMA Healthcare Foundation, Inc.
- » SMA Healthcare, Inc.
- » United Way of Volusia-Flagler Counties, Inc.
- » Volusia Flagler Young Men's Christian Association, Inc.

Municipalities

- » City of Cape Canaveral
- » City of DeLand
- » City of Edgewater
- » City of Green Cove Springs
- » City of Hampton
- » City of Lynn Haven
- » City of New Smyrna Beach
- » City of Ormond Beach
- » City of Palm Coast
- » City of Port Orange
- » City of Sopchoppy
- » City of St. Augustine Beach
- » City of Titusville
- » Town of Indian Shores
- » Town of Malabar
- » Town of Melbourne Beach

Counties

- » Baker County
- » Volusia County

Other Governmental Organizations

- » Halifax Area Advertising Authority
- » Northeast Florida Regional Council
- » Southeast Volusia Advertising Authority
- » West Volusia Advertising Authority
- » Florida PACE Funding Agency, Inc.
- » St. Johns River Water Management District

Staff Qualifications

Résumés

Senior Accountant

Kacy has 20+ years of experience with 990s, federal and state UBIT, and nonprofit tax consulting, as well as business and personal taxation and QuickBooks consulting.



Engagement Responsibilities

Kacy will be responsible for the completion of the IRS Form 990.

Experience

Kacy focuses primarily on taxation issues faced by nonprofit organizations, including those associated with universities. In her tenure with the firm, she has prepared IRS Form 990 for over 100 nonprofits and given time-tested tax advice to help them reach their goals.

Education

Kacy has a Bachelor of Science in Accounting from the University of Central Florida and an Associate of Arts from Daytona State College.

Memberships

- » American Institute of Certified Public Accountants
- » Florida Institute of Certified Public Accountants
- » National Association of College and University Business Officers

Staff Qualifications

Résumés

Relevant Experience

Charter Schools

- » Biscayne MYcroSchool, Inc.
- » Byrneville Elementary School, Inc.
- » Lone Star MYcroSchool, Inc.
- » Madison Creative Arts Academy, Inc.
- » MYcroSchool Jacksonville
- » New Road to Learning
- » Pensacola Beach Elementary School, Inc.
- » Pinellas MYcroSchool, Inc.
- » School for Integrated Academics and Technologies of Gainesville, Inc.
- » The Seaside School, Inc.
- » The Seaside School Foundation, Inc.
- » The School of Arts and Sciences Foundation, Inc.
- » Wakulla's Charter School of the Arts, Science and Technology, Inc.

Nonprofits

- » The Arc Volusia, Inc.
- » Atlantic Center for the Arts
- » Boys & Girls Club of Volusia Flagler County, Inc.
- » Cade Museum Foundation, Inc.
- » Care Diversified of Lake County, Inc.
- » CareerSource Brevard
- » CareerSource Escarosa
- » CareerSource Flagler Volusia
- » CareerSource Gulf Coast
- » CareerSource Okaloosa Walton
- » CareerSource Polk
- » CareerSource Research Coast
- » CareerSource Tampa Bay
- » CDS Family & Behavioral Health Services, Inc.
- » Child Advocacy Center, Inc.
- » Choices in Learning, Inc.
- » Community Legal Services of Mid-Florida, Inc.
- » Community Outreach Services, Inc.
- » Community Partnership for Children, Inc.
- » Corrections Foundation, Inc.
- » DeLand Area Chamber of Commerce, Inc.
- » DISC Village Foundation, Inc.
- » DISC Village, Inc.
- » Early Learning Coalition of Flagler and Volusia Counties, Inc.
- » Easter Seal Society of Volusia Flagler Counties
- » The Education Foundation of Alachua County

- » Florida International University Athletics Finance Corp.
- » Florida International University Foundation
- » Florida International University Research Foundation
- » Florida Upsilon House Corp. of Sigma Alpha Epsilon
- » Foundation for Seminole State College of Florida
- » Friend Of Families Foundation, Inc.
- » Gator Boosters
- » Halifax Habitat for Humanity, Inc.
- » Haven Recovery Center, Inc.
- » Head Start Child Development and Family Services, Inc.
- » Helping Hands Rescue
- » The Henry & Rilla White Youth Foundation
- » Hitchcock's Charity Foundation, Inc.
- » The House Next Door, Inc.
- » Independence Village, Inc.
- » Legal Aid Foundation, Inc.
- » Museum of Arts & Sciences
- » Myers & Briggs Foundations, Inc.
- » North East Florida Addictions Network, Inc.
- » Ormond Main Street, Inc.
- » Partnership for Strong Families, Inc.
- » Pasco Hernando Jobs & Education Partnership
- » Rotary Club of Daytona Beach
- » Rural Health Care, Inc. DBA Aza Health
- » Safety Shelter of St John's County, Inc.
- » Serenity House of Volusia, Inc.
- » Southeast Volusia Habitat for Humanity, Inc.
- » SunriseArc, Inc.
- » Sunshine State One-Call of Florida, Inc.
- » The Wolfsonian Museum
- » United Cerebral Palsy of East Central Florida, Inc.
- » United for Families, Inc.
- » United Way of Volusia-Flagler Counties, Inc.
- » Volusia County Citizen's Dispute Settlement Project, Inc.
- » Volusia Flagler Young Men's Christian Association, Inc.
- » Volusia Manufacturers Association
- » Volusia/Flagler County Coalition for the Homeless, Inc.
- » WJCT, Inc. and WJCT Foundation, Inc.
- » WORC Haven, Inc.