



Board of Directors' Meeting

**Tuesday, May 3, 2022
2:00 PM**



Four Corners Charter School, Inc.

Tuesday, May 3, 2022 | 2:00pm

Four Corners Charter School
817 Bill Beck Blvd
Kissimmee, FL 34744



Board Meeting Agenda

Call to Order

Roll Call

- I. Administrative**
 - Approval of Board Meeting Minutes of February 8, 2022
 - FY23 Board Meeting Dates
 - Legislative Update

- II. CSUSA Reports**
 - State Director Report
 - Principal Report

- III. Financials**
 - FCCS, Inc. Financial Review
 - FCCS, Inc. FY23 Budget Review
 - FY22 Audit Engagement Letters
 - FCCS Financial Reports and Variance Analysis – March 2022
 - FCCS FY23 Preliminary Budget

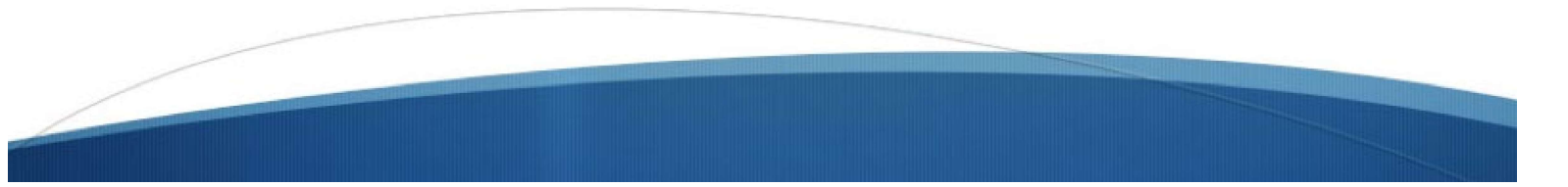
- IV. Old Business**
 - HVAC Update

- V. New Business**
 - 2022-2023 School Calendars
 - Facility Update
 - Memorandum of Understanding for Reunification Venue

- VI. Public Comments**

- VII. Adjournment**

◀ Next Meeting: June 7, 2022 at 2pm ▶



BOARD MEETING MINUTES

Name of Foundation: Four Corners Charter School, Inc.
Board Meeting: Tuesday, February 8, 2022
School(s): Four Corners Charter School

The minutes of Sunshine Law meetings need not be verbatim transcripts of the meeting. These minutes are a brief summary of the events of the meeting.

Date:	Start	End	Next Meeting:	Next time:	Prepared by:
February 8, 2022	2:04 pm	3:04 pm	May 3, 2022	2:00 pm	R. Weaver
Meeting Location:					
817 Bill Beck Blvd, Kissimmee, FL 34744					
Attended by:					
Board Members: Teresa Castillo, Chair Julius Melendez, Director John Arguello, Director James Miller, Director Absent: Mollie Cunningham, Director			Other Attendees: Dr. Eddie Ruiz, FL State Director Rita Weaver, Board Governance Director Penny Walcott, Finance Director Laura Walker, Osceola School District Finance Department Chris Kober, Facilities Joe Childers, Assistant Principal Jason Imeidopf, Assistant Principal Maggie Llanes, Executive Coordinator for Board Governance		

CALL TO ORDER

- Pursuant to public notice, the meeting commenced at 2:04 p.m. with a Call to Order by Chair Teresa Castillo. Roll call was taken, and quorum established.

I. ADMINISTRATIVE

Board Membership

- The board reviewed changes made at the Osceola School Board Meeting. Our Chair for this board is now Teresa Castillo and Jon Arguello is a new charter board member.

Approval of Board Meeting Minutes

- The board reviewed the minutes of the October 5, 2021, Four Corners Charter School, Inc. Board Meeting.

MOTION: Motion was made by Julius Melendez and seconded by Teresa Castillo to approve the minutes of the October 5, 2021, for Four Corners Charter School, Inc. Board Meeting. Motion was approved unanimously. (4-0, 1 absent)

II. CSUSA Strategic Priorities Reports

State Director Report

- Dr. Eddie Ruiz reviewed the school mid-year dashboard which outlined data on enrollment, financial health, and mid-year benchmark projections. The school opted-in for a grade and received a B for the FY21 school year, and the mid-year projections is trending downward, however, that is due to the FY21 grade only, including 5th grade growth and this year's projections include grades 3-5. It also shows that there is an area of opportunity to grow for

enrollment and informed the board that Ms. Thompson has a clear plan for helping the students that are in the lower range and will have small group instruction implemented. All questions were answered by Dr. Ruiz and Mrs. Weaver.

- Dr. Ruiz explained to the board that we look at our own data of CSUSA Teacher retention and we are competitive with school districts and other charter schools. This package will allow Principals to have more control and authority to reward their staff at a faster rate. It applies to all full-time teachers and certified/non-certified teachers, if they are in the process of getting certified or taking courses for it.
 - The board discussed turnover specifically at Four Corners Charter School and all questions were answered by Dr. Ruiz and Mrs. Weaver.
 - There is an opportunity to strategically use those funds and gives a chance to our organization to invest in the instructional staff.

Principal Report

Assistant Principal Joe Childers updated the board on the projections and the initiatives in place to improve the testing projections as well as reviewed the Fall Survey data from staff, parents, and students.

III. FINANCIALS

Q2 FY22 FCCS Finance Review

- The board reviewed the Q2 FY22 FCCS Finance Review with Penny Walcott, Finance Director from CSUSA, reviewing the actuals compared to budget.

MOTION: Motion was made by Julius Melendez and seconded by John Arguello to accept the Q2 FY22 FCCS Finance Review for Four Corners Charter School, Inc. as presented. Motion was approved unanimously. (4-0, 1 absent).

FY22 Budget Amendment

- The board reviewed the FY22 Budget Amendment with Penny Walcott.

MOTION: Motion was made by Julius and seconded by Arguello to accept the FY22 Budget Amendment for Four Corners Charter School, as presented. Motion was approved unanimously. (4-0, 1 absent).

Q1 and Q2 FY22 FCCS, Inc. Finance Amendment

- The board reviewed the Q1 and Q2 FY22 FCCS, Inc. Finance Amendment and all questions were answered by Laura Walker.

MOTION: Motion was made by Julius Melendez and seconded by Jim Miller to accept the Q1 and Q2 FY22 FCCS, Inc. Finance Review for Four Corners Charter School, Inc. as presented. Motion was approved unanimously. (4-0, 1 absent).

IV. OLD BUSINESS

- There was no Old Business.

V. NEW BUSINESS

Out of Field Waivers

- The board reviewed the out of field waivers included in the packet agenda.

MOTION: Motion was made by Julius Melendez and seconded by Jon Arguello to approve the Out of Field Waivers, as presented. Motion was approved unanimously. (4-0, 1 absent)

VI. PUBLIC COMMENTS

- There were no public comments.

VII. ADJOURNMENT

Chairwoman, Teresa Castillo adjourned the February 8, 2022, Four Corners Charter School, Inc. Board Meeting at 3:04 p.m.

Teresa Castillo, Chairwoman

Date: _____

2022-2023 Meetings



2022-2023 Meeting Calendar

Meetings for Four Corners Charter School begin at 2:00pm (subject to change)

July 2022 – No Meeting

August 09, 2022

September 2022 – No Meeting

October 04, 2022

November 2022 – No Meeting

December 2022 – No Meeting

January 2023 – No Meeting

February 07, 2023

March 2023 – No Meeting

April 2023 – No Meeting

May 02, 2023

June 06, 2023

All meetings are open to the public. Please contact the parent facilitator or the school's location for details on how to participate.

Meeting dates, times, and locations are subject to change. Changed dates will appear in red above. Meetings start time and exact location are TBD and will be announced and public noticed as each meeting date approaches.

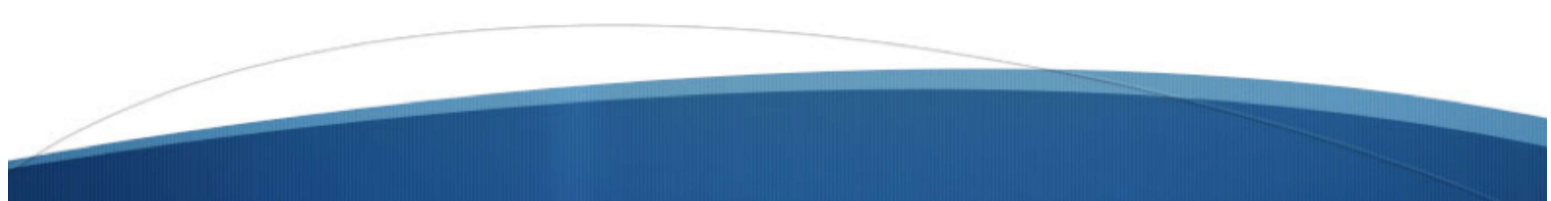
Section Cover Page



III. Financials

- Informational
- For Discussion
- For Action

Notes:



Four Corners Charter Schools, Inc.
Governmental Balance Sheet
March 31, 2022

	Account Number	Fund Types				Total
		OF1 GENERAL	OF2 DEBT SERVICE	OF3 999.44	OF4 984.68	
ASSETS						
Cash and Cash Equivalents	1110	5,655,768.84	0.00	666,158.90	0.00	6,321,927.74
Investments	1160	0.00	0.00	0.00	0.00	0.00
Taxes Receivable	1120	0.00	0.00	0.00	0.00	0.00
Accounts Receivable	1130	50.54	0.00	0.00	0.00	50.54
Interest Receivable	1170	0.00	0.00	0.00	0.00	0.00
Due from Reinsurer	1180	0.00	0.00	0.00	0.00	0.00
Deposits Receivable	1210	0.00	0.00	0.00	0.00	0.00
Due from Other Funds	1140	0.00	0.00	0.00	0.00	0.00
Due from Other Agencies	1220	0.00	0.00	0.00	0.00	0.00
Inventory	1150	0.00	0.00	0.00	0.00	0.00
Prepaid Items	1230	0.00	0.00	0.00	0.00	0.00
Total Assets		5,655,819.38	0.00	666,158.90	0.00	6,321,978.28
LIABILITIES AND FUND BALANCES						
LIABILITIES						
Salaries, Benefits and Payroll Taxes Payable	2110	0.00	0.00	0.00	0.00	0.00
Payroll Deductions and Withholdings	2170	0.00	0.00	0.00	0.00	0.00
Accounts Payable	2120	1,199,424.08	0.00	0.00	0.00	1,199,424.08
Judgments Payable	2130	0.00	0.00	0.00	0.00	0.00
Construction Contracts Payable	2140	0.00	0.00	0.00	0.00	0.00
Construction Contracts Payable-Retained	2150	0.00	0.00	0.00	0.00	0.00
Matured Interest Payable	2190	0.00	0.00	0.00	0.00	0.00
Due to Fiscal Agent	2240	0.00	0.00	0.00	0.00	0.00
Sales Tax Payable	2260	0.00	0.00	0.00	0.00	0.00
Estimated Liability Self Insurance	2270	0.00	0.00	0.00	0.00	0.00
Accrued Interest Payable	2210	0.00	0.00	0.00	0.00	0.00
Deposits Payable	2220	0.00	0.00	0.00	0.00	0.00
Due to Other Agencies	2230	0.00	0.00	0.00	0.00	0.00
Due to Other Funds	2160	0.00	0.00	0.00	0.00	0.00
Deferred Revenue	2410	0.00	0.00	0.00	0.00	0.00
Total Liabilities		1,199,424.08	0.00	0.00	0.00	1,199,424.08
FUND BALANCES						
Total Fund Balances	2700	4,456,395.30	0.00	666,158.90	0.00	5,122,554.20
Total Liabilities and Fund Balances		5,655,819.38	0.00	666,158.90	0.00	6,321,978.28

Four Corners Charter Schools, Inc.
Revenue & Expenditures - Budget And Actual
March 31, 2022

	GENERAL FUND				
	OF1	Budget Amounts			Percentage of Current Budget
	Account Number	<i>Original</i>	<i>Current</i>	Actual	
REVENUES					
Federal Direct	3100	0.00	0.00	0.00	0.00%
Federal Through State	3200	0.00	0.00	0.00	0.00%
State Sources	3300	7,257,125.00	7,257,125.00	5,616,007.91	77.39%
Local Sources	3400	4,000.00	4,000.00	5,529.74	138.24%
Total Revenues		7,261,125.00	7,261,125.00	5,621,537.65	77.42%
EXPENDITURES					
Current:					
Instruction	5000	5,583,650.50	5,583,650.50	4,187,737.88	75.00%
Pupil Personnel Services	6100	0.00	0.00	0.00	0.00%
Instructional Media Services	6200	0.00	0.00	0.00	0.00%
Instruction and Curriculum Development Services	6300	0.00	0.00	0.00	0.00%
Instructional Staff Training Services	6400	0.00	0.00	0.00	0.00%
Instructional Related Technology	6500	0.00	0.00	0.00	0.00%
Board	7100	6,311.25	6,311.25	6,250.00	99.03%
General Administration	7200	1,176,654.75	1,176,654.75	816,426.57	69.39%
School Administration	7300	0.00	0.00	0.00	0.00%
Facilities Acquisition and Construction	7400	1,042,448.75	1,042,448.75	781,836.56	75.00%
Fiscal Services	7500	20,000.00	20,000.00	20,000.00	100.00%
Food Services	7600	0.00	0.00	0.00	0.00%
Central Services	7700	0.00	0.00	0.00	0.00%
Pupil Transportation Services	7800	0.00	0.00	0.00	0.00%
Operation of Plant	7900	0.00	0.00	0.00	0.00%
Maintenance of Plant	8100	150,000.00	150,000.00	150,000.00	100.00%
Administrative Tech Services	8200	0.00	0.00	0.00	0.00%
Community Services	9100	0.00	0.00	0.00	0.00%
Debt Service	9200	0.00	0.00	0.00	0.00%
Total Expenditures		7,979,065.25	7,979,065.25	5,962,251.01	74.72%
Excess (Deficiency) of Revenues Over (Under) Expenditures		(717,940.25)	(717,940.25)	(340,713.36)	47.46%
OTHER FINANCING SOURCES (USES)					
Long-term Debt Proceeds & Sales of Capital Assets	3700	0.00	0.00	0.00	
Transfers In	3600	695,629.00	695,629.00	0.00	
Transfers Out	9700	0.00	0.00	0.00	
Total Other Financing Sources (Uses)		695,629.00	695,629.00	0.00	
FUND BALANCE					
Net Change in Fund Balance		(22,311.25)	(22,311.25)	(340,713.36)	
Fund Balance, July 01, 2021	2800	4,797,108.66	4,797,108.66	4,797,108.66	
Adjustment to Fund Balance	2891	0.00	0.00	0.00	
Fund Balance, June 30, 2022	2700	4,774,797.41	4,774,797.41	4,456,395.30	

Four Corners Charter Schools, Inc.
Revenue & Expenditures - Budget And Actual
March 31, 2022

	OF3 Account Number	CAPITAL PROJECTS FUND			
		Budget Amounts		Actual	Percentage of Current Budget
		Original	Current		
REVENUES					
Federal Direct	3100	0.00	0.00	0.00	0.00%
Federal Through State	3200	0.00	0.00	0.00	0.00%
State Sources	3300	695,629.00	695,629.00	461,288.00	66.31%
Local Sources	3400	0.00	0.00	0.00	0.00%
Total Revenues		695,629.00	695,629.00	461,288.00	66.31%
EXPENDITURES					
Current:					
Instruction	5000	0.00	0.00	0.00	0.00%
Pupil Personnel Services	6100	0.00	0.00	0.00	0.00%
Instructional Media Services	6200	0.00	0.00	0.00	0.00%
Instruction and Curriculum Development Services	6300	0.00	0.00	0.00	0.00%
Instructional Staff Training Services	6400	0.00	0.00	0.00	0.00%
Instructional Related Technology	6500	0.00	0.00	0.00	0.00%
Board	7100	0.00	0.00	0.00	0.00%
General Administration	7200	0.00	0.00	0.00	0.00%
School Administration	7300	0.00	0.00	0.00	0.00%
Facilities Acquisition and Construction	7410	0.00	0.00	0.00	0.00%
Fiscal Services	7500	0.00	0.00	0.00	0.00%
Food Services	7600	0.00	0.00	0.00	0.00%
Central Services	7700	0.00	0.00	0.00	0.00%
Pupil Transportation Services	7800	0.00	0.00	0.00	0.00%
Operation of Plant	7900	0.00	0.00	0.00	0.00%
Maintenance of Plant	8100	0.00	0.00	0.00	0.00%
Administrative Tech Services	8200	0.00	0.00	0.00	0.00%
Community Services	9100	0.00	0.00	0.00	0.00%
Debt Service	9200	0.00	0.00	0.00	0.00%
Total Expenditures		0.00	0.00	0.00	0.00%
Excess (Deficiency) of Revenues Over (Under) Expenditures		695,629.00	695,629.00	461,288.00	66.31%
OTHER FINANCING SOURCES (USES)					
Long-term Debt Proceeds & Sales of Capital Assets	3700	0.00	0.00	0.00	
Transfers In	3600	0.00	0.00	0.00	
Transfers Out	9700	(695,629.00)	(695,629.00)	0.00	
Total Other Financing Sources (Uses)		(695,629.00)	(695,629.00)	0.00	
FUND BALANCE					
Net Change in Fund Balance		0.00	0.00	461,288.00	
Fund Balance, July 01, 2021	2800	204,870.90	204,870.90	204,870.90	
Adjustment to Fund Balance	2891	0.00	0.00	0.00	
Fund Balance, June 30, 2022	2700	204,870.90	204,870.90	666,158.90	

OSCEOLA COUNTY COMPONENT UNIT
Four Corners Charter School, Inc.
Fiscal Year 2022-23 Preliminary Budget

	General Fund				
	OF1	Budget Amounts			
	Function	2021-22 Final	2022-23 Preliminary	Difference	%
	UFTE	1029.83	1053.46	23.63	%
REVENUES					
Federal Direct	3100			0.00	
Federal Through State & Local	3200	0.00	0.00	0.00	
State Sources	3300	7,257,125.00	7,718,131.25	461,006.25	6.35%
Local Sources	3400	4,000.00	6,000.00	2,000.00	50.00%
Total Revenues		7,261,125.00	7,724,131.25	463,006.25	6.38%
EXPENDITURES					
Current:					
Instruction	5000	5,583,650.50	5,953,379.56	369,729.06	6.62%
Student & Instructional Support Services	6000	0.00	0.00	0.00	
Board	7100	6,311.25	7,000.00	688.75	10.91%
Administration Fees:					
District Holdback Fee	7201	88,086.00	91,278.00	3,192.00	3.62%
Charter Holder	7202			0.00	
Management Company	7203	1,088,568.75	1,157,719.69	69,150.94	6.35%
Other	7204			0.00	
School Administration	7300			0.00	
Facilities Acquisition and Construction	7400	1,042,448.75	1,058,934.00	16,485.25	1.58%
Fiscal Services	7500	20,000.00	20,000.00	0.00	0.00%
Food Services	7600			0.00	
Central Services	7700			0.00	
Pupil Transportation Services	7800	0.00	0.00	0.00	
Operation of Plant	7900			0.00	
Maintenance of Plant	8100	150,000.00	150,000.00	0.00	0.00%
Administrative Technology Services	8200			0.00	
Community Services	9100			0.00	
Debt Service: (Function 9200)					
Retirement of Principal	710			0.00	
Interest	720			0.00	
Dues, Fees and Issuance Costs	730			0.00	
Miscellaneous Expenditures	790			0.00	
Capital Outlay:					
Facilities Acquisition and Construction	7420			0.00	
Other Capital Outlay	9300			0.00	
Total Expenditures		7,979,065.25	8,438,311.25	459,246.00	29.09%
Excess (Deficiency) of Revenues Over (Under) Expenditures		(717,940.25)	(714,180.00)	3,760.25	35.47%
OTHER FINANCING SOURCES (USES)					
Loans Incurred	3720			0.00	
Proceeds from the Sale of Capital Assets	3730			0.00	
Loss Recoveries	3740			0.00	
Proceeds of Forward Supply Contract	3760			0.00	
Special Facilities Construction Advances	3770			0.00	
Transfers In	3600	695,629.00	693,180.00	(2,449.00)	-0.35%
Transfers Out	9700	0.00	0.00	0.00	
Total Other Financing Sources (Uses)		695,629.00	693,180.00	(2,449.00)	-0.35%
SPECIAL ITEMS					
				0.00	
EXTRAORDINARY ITEMS					
Net Change in Fund Balances		(22,311.25)	(21,000.00)	1,311.25	-5.88%
Fund Balance - Beginning of Year	2800	4,797,108.66	4,774,797.41	(22,311.25)	-0.47%
Adjustment to Fund Balance	2891			0.00	
Fund Balance - End of Year	2700	4,774,797.41	4,753,797.41	(21,000.00)	-0.44%

Fund Balance:

Debt Service	1,041,463.50
Maintenance Reserve	300,000.00
Unassigned	3,412,333.91
Total Fund Balance	4,753,797.41

Notes:

Unreserved fund balance as a percentage of revenues:

40.54%

OSCEOLA COUNTY COMPONENT UNIT

Four Corners Charter School, Inc.

Fiscal Year 2022-23 Preliminary Budget

	OF3 Function UFTE	Capital Projects			
		Budget Amounts			
		2021-22 Final	2022-23 Preliminary	Difference	
		1029.83	1053.46	23.63	%
REVENUES					
Federal Direct	3100			0.00	
Federal Through State & Local	3200			0.00	
State Sources	3300	695,629.00	693,180.00	(2,449.00)	-0.35%
Local Sources	3400			0.00	
Total Revenues		695,629.00	693,180.00	(2,449.00)	-0.35%
EXPENDITURES					
Current:					
Instruction	5000			0.00	
Student & Instructional Support Services	6000			0.00	
Board	7100			0.00	
Administration Fees:					
District Holdback Fee	7201			0.00	
Charter Holder	7202			0.00	
Management Company	7203			0.00	
Other	7204			0.00	
School Administration	7300			0.00	
Facilities Acquisition and Construction	7400			0.00	
Fiscal Services	7500			0.00	
Food Services	7600			0.00	
Central Services	7700			0.00	
Pupil Transportation Services	7800			0.00	
Operation of Plant	7900			0.00	
Maintenance of Plant	8100			0.00	
Administrative Technology Services	8200			0.00	
Community Services	9100			0.00	
Debt Service: (Function 9200)					
Retirement of Principal	710			0.00	
Interest	720			0.00	
Dues, Fees and Issuance Costs	730			0.00	
Miscellaneous Expenditures	790			0.00	
Capital Outlay:					
Facilities Acquisition and Construction	7420			0.00	
Other Capital Outlay	9300			0.00	
Total Expenditures		0.00	0.00	0.00	
Excess (Deficiency) of Revenues Over (Under) Expenditures		695,629.00	693,180.00	(2,449.00)	-0.35%
OTHER FINANCING SOURCES (USES)					
Loans Incurred	3720			0.00	
Proceeds from the Sale of Capital Assets	3730			0.00	
Loss Recoveries	3740			0.00	
Proceeds of Forward Supply Contract	3760			0.00	
Special Facilities Construction Advances	3770			0.00	
Transfers In	3600			0.00	
Transfers Out	9700	(695,629.00)	(693,180.00)	(2,449.00)	0.35%
Total Other Financing Sources (Uses)		(695,629.00)	(693,180.00)	(2,449.00)	0.35%
SPECIAL ITEMS					
EXTRAORDINARY ITEMS					
Net Change in Fund Balances		0.00	0.00	0.00	
Fund Balance - Beginning of Year	2800	204,870.90	204,870.90	0.00	0.00%
Adjustment to Fund Balance	2891				
Fund Balance - End of Year	2700	204,870.90	204,870.90	0.00	0.00%



Partners

W. Ed Moss, Jr.
Joe M. Krusick
Cori G. Cameron
Bob P. Marchewka
Ric Perez
Thomas F. Regan
Ernie R. Janvrin
Richard F. Hayes
Renee C. Varga
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Phone: 305-445-7956

American Institute of
Certified Public
Accountants

Florida Institute of
Certified Public
Accountants

April 28, 2022

To the Board of Directors
Four Corners Charter School
817 Bill Beck Blvd. Building 2000
Kissimmee, FL 34744

Dear Members of the Board:

We are pleased to confirm our understanding of the services we are to provide Four Corners Charter School (“the School”) for the year ended June 30, 2022.

Audit Scope and Objectives

We will audit the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information, including the related notes to the financial statements, which collectively comprise the basic financial statements of the School as of and for the year ended June 30, 2022. Accounting standards generally accepted in the United States of America (GAAP) provide for certain required supplementary information (RSI), such as management’s discussion and analysis (MD&A), to supplement the School’s 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 the School’s RSI in accordance with auditing standards generally accepted in the United States of America (GAAS). 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 U.S. GAAP and will be subjected to certain limited procedures, but will not be audited:

- 1) Management’s Discussion and Analysis
- 2) Budgetary Comparison Information

The objectives of our audit are to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; issue an auditor’s report that includes our opinion about whether your financial statements are fairly presented, in all material respects, in conformity with GAAP; and 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. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment of a reasonable user made based on the financial statements. The objectives also include reporting on internal control

over financial reporting and compliance with provisions of laws, regulations, contracts, and award agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.

Auditor's Responsibilities for the Audit of the Financial Statements

We will conduct our audit in accordance with GAAS and the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and will include tests of your accounting records of the School and other procedures we consider necessary to enable us to express such opinions. As part of an audit in accordance with GAAS and *Government Auditing Standards*, we exercise professional judgment and maintain professional skepticism throughout the audit.

We will evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management. We will also evaluate the overall presentation of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. 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 waste and abuse is subjective, *Government Auditing Standards* do not expect auditors to perform specific procedures to detect waste or abuse in financial audits nor do they expect auditors to provide reasonable assurance of detecting waste or abuse.

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 may not be detected by us, even though the audit is properly planned and performed in accordance with GAAS 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. However, we will inform the appropriate level of management of any material errors, fraudulent financial reporting, or misappropriation of assets that comes to our attention. 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. 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.

We will also conclude, based on the audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the government's ability to continue as a going concern for a reasonable period of time.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, and direct confirmation of receivables and certain assets and liabilities by correspondence with selected customers, creditors, and financial institutions. We will also request written representations from your attorneys as part of the engagement. We have identified the following significant risk(s) of material misstatement as part of our audit planning:

- 1) Revenue Recognition
- 2) Management override of controls
- 3) Related party transactions

Audit Procedures—Internal Control

We will obtain an understanding of the government and its environment, including internal control relevant to the audit, sufficient to identify and assess the risks of material misstatement of the financial statements, whether due to error or fraud, and to design and perform audit procedures responsive to those risks and obtain evidence that is sufficient and appropriate to provide a basis for our opinions. 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*. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control. 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 and *Government Auditing Standards*.

Audit Procedures—Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the School's compliance with the provisions of applicable laws, regulations, contracts, agreements, and grants. 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*.

Other Services

We will also assist in preparing the financial statements and related notes of the School in conformity with U.S. generally accepted accounting principles based on information provided by you. These nonaudit 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.

Responsibilities of Management for the Financial Statements

Our audit will be conducted on the basis that you acknowledge and understand your responsibility for designing, implementing, establishing, and maintaining effective internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, and for evaluating and monitoring ongoing activities to help ensure that appropriate goals and objectives are met; following laws and regulations; and 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 and all accompanying information in conformity with U.S. generally accepted accounting principles, and for compliance with applicable laws and regulations and the provisions of contracts and grant agreements.

Management is also responsible for making drafts of the financial statements, all financial records and related information available to us and for the accuracy and completeness of that information (Including information from outside of the general and subsidiary ledger). 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 such as records, documentation, identification of all related parties and all related-party relationships and transactions and other matters; (2) additional information that we may request for the purpose of the audit, and (3) unrestricted access to persons within the government from whom we determine it necessary to obtain audit evidence. At the conclusion of our audit, we will require certain written representations from you about your responsibilities for the financial statements; compliance with laws, regulations, contracts, and grant agreements; and other responsibilities required by GAAS and *Government Auditing Standards*.

Your responsibilities include adjusting the financial statements to correct material misstatements and for confirming to us in the written 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 taken 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 and for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, contracts or grant agreements, or abuse that we report.

You are responsible for the preparation of the supplementary information, which we have been engaged to report on, in conformity with accounting principles generally accepted in the United States of America. 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. 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 Scope and 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 other 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 and related notes and any other nonaudit services we provide. You will be required to acknowledge in the management representation letter our assistance with preparation of the financial statements and related notes and that you have reviewed and approved the financial statements and related notes prior to their issuance and have accepted responsibility for them. Further, you agree to oversee the nonaudit 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.

Engagement Administration, Fees, and Other

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 School; 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 Moss, Krusick & Associates, LLC ("Moss Krusick") 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 a state or local 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 Moss Krusick 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 regulators. If we are aware that a federal awarding

agency 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.

We expect to begin our audit in August 2022 and to issue our reports no later than September 20, 2022. Joe Krusick is the engagement partner and is responsible for supervising the engagement and signing the reports or authorizing another individual to sign them.

Our fee for these services for 2022 will be as follows:

Audit	\$10,000
Cost/Compilation report	<u>400</u>
	\$10,400

Our audit fee for these services for 2022 will be \$10,400. Our fee is net of an in-kind donation of \$2,000. We are also willing to commit to the following fees in total for two additional years: \$10,650 for 2023 and \$10,900 for 2024, which are also after our in-kind donation of \$2,000. If required and if requested, we will also prepare the School's Form 990 for a fee of \$1,350.

Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. If we elect to terminate our services for nonpayment, our engagement will be deemed to have been completed upon written notification of termination, even if we have not completed our report. You will be obligated to compensate us for all time expended and to reimburse us for all out-of-pocket costs through the date of termination. 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.

Fees for additional services (i.e., assistance with adoption of new accounting standards, single audit for CARES Act, ESSER, or other funding, etc.) would be billed at our discounted rates and may be subject to a change order.

You have requested that we provide you with a copy of our most recent external peer review report and any subsequent reports received during the contract period. Accordingly, our 2021 peer review report accompanies this letter.

Our audit engagement ends on delivery of our audit report. Any follow-up services that might be required will be a separate, new engagement. The terms and conditions of that new engagement will be governed by a new, specific engagement letter for that service.

Given that we will assign seasoned professionals to your engagement, and recognizing the demand for talented qualified personnel, it is understood that should the School choose to hire any Moss Krusick assigned personnel during the engagement, or up to 12 months after completion of an engagement, the School agrees to compensate Moss Krusick an amount equal to the individual's annual compensation for the previous 12-month period.

Reporting

We will issue a written report upon completion of our audit of the School's financial statements. Our report will be addressed to those charged with governance of the School. Circumstances may arise in which our report may differ from its expected form and content based on the results of our audit. Depending on the nature of these circumstances, it may be necessary for us to modify our opinions, add a separate section, or add an emphasis-of-matter or other-matter paragraph to our auditor's report, or if necessary, withdraw from this engagement. 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.

We will also provide a report (that does not include an opinion) on internal control related to the financial statements and compliance with the provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a material effect on the financial statements as required by *Government Auditing Standards*. The report on internal control and on compliance and other matters will state

To the Board of Directors
April 28, 2022
Page 6

(1) that 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 on compliance, and (2) that 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 report will also state that the report is not suitable for any other purpose. If during our audit we become aware that the School is subject to an audit requirement that is not encompassed in the terms of this engagement, we will communicate to management and those charged with governance that an audit in accordance with U.S. generally accepted auditing standards and the standards for financial audits contained in *Government Auditing Standards* may not satisfy the relevant legal, regulatory, or contractual requirements.

We appreciate the opportunity to be of service to the School and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the attached copy and return it to us.

Very truly yours,

Moss, Krusick & Associates, LLC

RESPONSE:

This letter correctly sets forth the understanding of the Board of Directors of the Four Corners Charter School, Inc.

Signature: _____

Title: _____

Date: _____



April 28, 2022

To the Board of Directors
Four Corners Charter School, Inc.
817 Bill Beck Blvd. Building 2000
Kissimmee, FL 34744

Dear Members of the Board:

We are pleased to confirm our understanding of the services we are to provide Four Corners Charter School, Inc. (the "Corporation") for the year ended June 30, 2022.

Audit Scope and Objectives

We will audit the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information, including the related notes to the financial statements, which collectively comprise the basic financial statements of the Corporation as of and for the year ended June 30, 2022. Accounting standards generally accepted in the United States of America (GAAP) provide for certain required supplementary information (RSI), such as management's discussion and analysis (MD&A), to supplement the Corporation's 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 the Corporation's RSI in accordance with auditing standards generally accepted in the United States of America (GAAS). 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 U.S. generally accepted accounting principles and will be subjected to certain limited procedures, but will not be audited:

- 1) Management's Discussion and Analysis
- 2) Budgetary Comparison Information

The objectives of our audit are to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; issue an auditor's report that includes our opinion about whether your financial statements are fairly presented, in all material respects, in conformity with GAAP; and 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. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment of a reasonable user made based on the financial statements. The objectives also include reporting on internal control over financial reporting and compliance with provisions of laws, regulations, contracts, and award agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.

Partners

W. Ed Moss, Jr.
Joe M. Krusick
Cori G. Cameron
Bob P. Marchewka
Ric Perez
Thomas F. Regan
Ernie R. Janvrin
Richard F. Hayes
Renee C. Varga
Shawn M. Marshall

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N. Palm Beach, FL 33408
631 US Highway One
Suite 405
Phone: 561-848-9300

Miami Lakes, FL 33016
7900 NW 155th Street
Suite 201
Phone: 305-445-7956

American Institute of
Certified Public
Accountants

Florida Institute of
Certified Public
Accountants

Auditor's Responsibilities for the Audit of the Financial Statements

We will conduct our audit in accordance with GAAS and the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and will include tests of your accounting records of the Corporation and other procedures we consider necessary to enable us to express such opinions. As part of an audit in accordance with GAAS and *Government Auditing Standards*, we exercise professional judgment and maintain professional skepticism throughout the audit.

We will evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management. We will also evaluate the overall presentation of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. 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 waste and abuse is subjective, *Government Auditing Standards* do not expect auditors to perform specific procedures to detect waste or abuse in financial audits nor do they expect auditors to provide reasonable assurance of detecting waste or abuse.

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 may not be detected by us, even though the audit is properly planned and performed in accordance with GAAS 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. However, we will inform the appropriate level of management of any material errors, fraudulent financial reporting, or misappropriation of assets that comes to our attention. 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. 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.

We will also conclude, based on the audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the government's ability to continue as a going concern for a reasonable period of time.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, tests of the physical existence of inventories, and direct confirmation of receivables and certain assets and liabilities by correspondence with selected customers, creditors, and financial institutions. We will also request written representations from your attorneys as part of the engagement.

We have identified the following significant risk(s) of material misstatement as part of our audit planning:

- 1) Revenue Recognition
- 2) Management override of controls
- 3) Related party transactions

Audit Procedures—Internal Control

We will obtain an understanding of the government and its environment, including internal control relevant to the audit, sufficient to identify and assess the risks of material misstatement of the financial statements, whether due to error or fraud, and to design and perform audit procedures responsive to those risks and obtain evidence that is sufficient and appropriate to provide a basis for our opinions. 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*. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery,

intentional omissions, misrepresentation, or the override of internal control. 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 and *Government Auditing Standards*.

Audit Procedures—Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the Corporation's compliance with the provisions of applicable laws, regulations, contracts, agreements, and grants. 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*.

Other Services

We will also assist in preparing the financial statements and related notes of the Corporation in conformity with U.S. generally accepted accounting principles based on information provided by you. These nonaudit 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.

Responsibilities of Management for the Financial Statements

Our audit will be conducted on the basis that you acknowledge and understand your responsibility for designing, implementing, establishing, and maintaining effective internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, and for evaluating and monitoring ongoing activities to help ensure that appropriate goals and objectives are met; following laws and regulations: and 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 and all accompanying information in conformity with accounting principles generally accepted in the United States of America, and for compliance with applicable laws and regulations and the provisions of contracts and grant agreements.

Management is also responsible for making all financial records, drafts of financial statements, and related information available to us and for the accuracy and completeness of that information (including information from outside of the general ledger and subsidiary ledgers). 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, including identification of all related parties and all related-party relationships and transactions, (2) additional information that we may request for the purpose of the audit, and (3) unrestricted access to persons within the government from whom we determine it necessary to obtain audit evidence. At the conclusion of our audit, we will require certain written representations from you about your responsibilities for the financial statements; compliance with laws, regulations, contracts, and grant agreements; and other responsibilities required by GAAS and *Government Auditing Standards*.

Your responsibilities include adjusting the financial statements to correct material misstatements and for confirming to us in the written 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 taken 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 and for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, contracts or grant agreements, or abuse that we report.

You are responsible for the preparation of the supplementary information, which we have been engaged to report on, in conformity with accounting principles generally accepted in the United States of America. 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. 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 Scope and 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 other 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.

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Engagement Administration, Fees, and Other

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We will provide copies of our reports to the Corporation; 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 Moss, Krusick & Associates, LLC ("Moss Krusick") 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 a state or local 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 Moss Krusick 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 regulators. If we are aware that a federal awarding agency 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.

Joe Krusick is the engagement partner and is responsible for supervising the engagement and signing the reports or authorizing another individual to sign them. We expect to begin our audit in August 2022 and to issue our reports no later than October 18, 2022.

Our audit fee for these services for 2022 will be \$6,500. Our fee is net of an in-kind donation of \$2,000. We are also willing to commit to the following fees in total for two additional years: \$6,750 for 2023 and \$7,000 for 2024, which are also after our in-kind donation of \$2,000. If required and if requested, we will also prepare the Corporation's Form 990 for a fee of \$1,350.

Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. If we elect to terminate our services for nonpayment, our engagement will be deemed to have been completed upon written notification of termination, even if we have not completed our report. You will be obligated to compensate us for all time expended and to reimburse us for all out-of-pocket costs through the date of termination. 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.

Fees for additional services (i.e., assistance with adoption of new accounting standards, single audit for CARES Act, ESSER, or other funding, etc.) would be billed at our discounted rates and may be subject to a change order.

You have requested that we provide you with a copy of our most recent external peer review report and any subsequent reports received during the contract period. Accordingly, our 2021 peer review report accompanies this letter.

Our audit engagement ends on delivery of our audit report. Any follow-up services that might be required will be a separate, new engagement. The terms and conditions of that new engagement will be governed by a new, specific engagement letter for that service.

Given that we will assign seasoned professionals to your engagement, and recognizing the demand for talented qualified personnel, it is understood that should the Corporation choose to hire any Moss Krusick assigned personnel during the engagement, or up to 12 months after completion of an engagement, the Corporation agrees to compensate Moss Krusick an amount equal to the individual's annual compensation for the previous 12-month period.

Reporting

We will issue a written report upon completion of our audit of the Corporation's financial statements. Our report will be addressed to those charged with governance of the Corporation. Circumstances may arise in which our report may differ from its expected form and content based on the results of our audit. Depending on the nature of these circumstances, it may be necessary for us to modify our opinions, add a separate section, or add an emphasis-of-matter or other-matter paragraph to our auditor's report, or if necessary, withdraw from this engagement. 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.

We will also provide a report (that does not include an opinion) on internal control related to the financial statements and compliance with the provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a material effect on the financial statements as required by *Government Auditing Standards*. The report on internal control and on compliance and other matters will state (1) that 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 on compliance, and (2) that 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 report will also state that the report is not suitable for any other purpose. If during our audit we become aware that the Corporation is subject to an audit requirement that is not encompassed in the terms of this engagement, we will communicate to management and those charged with governance that an audit in accordance with U.S.

To the Board of Directors
April 28, 2022
Page 6

generally accepted auditing standards and the standards for financial audits contained in *Government Auditing Standards* may not satisfy the relevant legal, regulatory, or contractual requirements.

We appreciate the opportunity to be of service to the Corporation and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the attached copy and return it to us.

Very truly yours,

Moss, Krusick & Associates, LLC

RESPONSE:

This letter correctly sets forth the understanding of the Board of Directors of the Four Corners Charter School, Inc.

Signature: _____

Title: _____

Date: _____



Partners

W. Ed Moss, Jr.
Joe M. Krusick
Cori G. Cameron
Bob P. Marchewka
Ric Perez
Thomas F. Regan
Ernie R. Janvrin
Richard F. Hayes
Renee C. Varga
Shawn M. Marshall

Winter Park, FL 32789
501 S. New York Ave.
Suite 100
Phone: 407-644-5811
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N. Palm Beach, FL 33408
631 US Highway One
Suite 405
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Miami Lakes, FL 33016
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Suite 201
Phone: 305-445-7956

American Institute of
Certified Public
Accountants

Florida Institute of
Certified Public
Accountants

April 28, 2022

To the Board of Directors
Four Corners Charter School
817 Bill Beck Blvd., Bldg 2000
Kissimmee, FL 34744

We are pleased to confirm our acceptance and understanding of the services we are to provide Four Corners Charter School (a non-profit corporation) for the year ended June 30, 2022.

You have requested that we prepare the financial statements of Four Corners Charter School, which comprise the annual financial report and related cost report for the year ended June 30, 2022 and perform a compilation engagement with respect to those financial statements.

We will assist your bookkeeper in adjusting the books of accounts with the objective that he will be able to prepare a working trial balance from which financial statements can be prepared. Your bookkeeper will provide us with a detailed trial balance and any supporting schedules we require.

Our Responsibilities

The objective of our engagement is to—

- 1) prepare financial statements in accordance with the requirements of the School District of Osceola County, which differs from generally accepted accounting principles, based on information provided by you and
- 2) apply accounting and financial reporting expertise to assist you in the presentation of financial statements without undertaking to obtain or provide any assurance that there are no material modifications that should be made to the financial statements in order for them to be in accordance with the requirements of the School District of Osceola County.

We will conduct our compilation engagement in accordance with the Statements on Standards for Accounting and Review Services (SSARS) promulgated by the Accounting and Review Services Committee of the AICPA and comply with applicable professional standards, including the AICPA's Code of Professional Conduct, and its ethical principles of integrity, objectivity, professional competence, and due care, when performing the bookkeeping services, preparing the financial statements, and performing the compilation engagement.

We are not required to, and will not, verify the accuracy or completeness of the information you will provide to us for the engagement or otherwise gather evidence for the purpose of expressing an opinion or a conclusion. Accordingly, we will not express an opinion, a conclusion, nor provide any assurance on the financial statements

Our engagement cannot be relied upon to identify or disclose any financial statement misstatements, including those caused by fraud or error, or to identify or disclose any wrongdoing within the entity or noncompliance with laws and regulations.

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 since performing those procedures or taking such action would impair our independence.

Your Responsibilities

The engagement to be performed is conducted on the basis that you acknowledge and understand that our role is to prepare financial statements in accordance with the requirements of the School District of Osceola County and assist you in the presentation of the financial statements in accordance with the requirements of the School District of Osceola County. You have the following overall responsibilities that are fundamental to our undertaking the engagement in accordance with SSARS:

- 1) The selection of the basis of accounting as the financial reporting framework to be applied in the preparation of the financial statements.
- 2) The preparation and fair presentation of financial statements in accordance with the requirements of the School District of Osceola County.
- 3) The design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.
- 4) The prevention and detection of fraud.
- 5) To ensure that the School complies with the laws and regulations applicable to its activities.
- 6) The accuracy and completeness of the records, documents, explanations, and other information, including significant judgments, you provide to us for the engagement.
- 7) To provide us with—
 - access to all information of which you are aware is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters.
 - additional information that we may request from you for the purpose of the compilation engagement.
 - unrestricted access to persons within the School of whom we determine it necessary to make inquiries.

You are also responsible for all management decisions and responsibilities and for designating an individual with suitable skills, knowledge, and experience to oversee our bookkeeping services and the preparation of your financial statements. You are responsible for evaluating the adequacy and results of the services performed and accepting responsibility for such services.

Our Report

As part of our engagement, we will issue a report that will state that we did not audit or review the financial statements and that, accordingly, we do not express an opinion, a conclusion, nor provide any assurance on them. There may be circumstances in which the report differs from the expected form and content. If, for any reason, we are unable to complete the compilation of your financial statements, we will not issue a report on such statements as a result of this engagement.

You agree to include our accountant's compilation report in any document containing financial statements that indicates that we have performed a compilation engagement on such financial statements and, prior to the inclusion of the report, to ask our permission to do so.

Other Relevant Information

Joe Krusick is the engagement partner and is responsible for supervising the engagement and signing the report or authorizing another individual to sign it.

We will assign seasoned professionals to your engagement, and recognizing the demand for talented qualified personnel, it is understood that should you choose to hire any Moss Krusick personnel during an engagement, or up to twelve months after completion of an engagement, you agree to compensate Moss Krusick an amount equal to the individual's annual compensation for the previous twelve-month period.

April 28, 2022

Page 3

The fee for these services will be \$400. The fee is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during work performed. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur additional costs. Our invoices for these fees will be rendered each month as work progresses and are payable on presentation.

You agree to hold us harmless and to release, indemnify, and defend us from any liability or costs, including attorney's fees, resulting from management's knowing misrepresentations to us.

We appreciate the opportunity to be of service to you and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please do not hesitate to call 407-644-5811. If you acknowledge and agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Sincerely,

Moss, Krusick & Associates, LLC

Acknowledged:
Four Corners Charter School

Name/Title

Date

HOLLAND & REILLY
CERTIFIED PUBLIC ACCOUNTANTS
601 NORTH FERN CREEK
SUITE 200
ORLANDO, FLORIDA 32803-4839

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DAVID S. HOLLAND, CPA
THOMAS F. REILLY, CPA

AMERICAN INSTITUTE OF
CERTIFIED PUBLIC ACCOUNTANTS

FLORIDA INSTITUTE OF
CERTIFIED PUBLIC ACCOUNTANTS

May 24, 2021

Report on the Firm's System of Quality Control

To the Partners of Moss, Krusick & Associates, LLC,
and the Peer Review Committee of the Florida Institute of Certified Public Accountants

We have reviewed the system of quality control for the accounting and auditing practice of Moss, Krusick & Associates, LLC (the firm) in effect for the year ended July 31, 2020. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review.

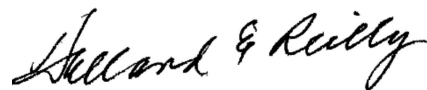
Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including compliance audits under the Single Audit Act, and an audit of an employee benefit plan.

As a part of our peer review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Moss, Krusick & Associates, LLC in effect for the year ended July 31, 2020, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. Moss, Krusick & Associates, LLC has received a peer review rating of *pass*.

A handwritten signature in black ink that reads "Holland & Reilly". The signature is written in a cursive, flowing style.

Holland & Reilly



Variance Analysis Report – Consolidated

FCCS-Four Corners Charter School

	YTD Actuals	YTD Budget	Variance to Budget		Forecast	Amended Budget	Variance to Budget	
			\$ Change	% Change			\$ Change	% Change
Revenues								
State Sources								
State Capitalation / Student	\$ 5,168,208	\$ 5,491,156	(322,948)	-6%	7,492,637	\$ 7,555,469	(62,832)	-1%
Student Transportation	46,877	45,246	1,631	4%	74,170	60,344	13,826	23%
Capital Outlay Revenue	519,261	519,214	47	0%	693,180	692,990	190	0%
Other Revenue Sources								
Other Program Revenues	-	-	-	-	344,100	344,100	-	0%
Before and Aftercare Revenue	75,864	117,174	(41,310)	-35%	176,699	260,510	(83,812)	-32%
Interest Income	59	56	3	5%	77	74	3	4%
Special Revenue Sources								
Federal Grants Revenue	266,793	159,974	106,819	67%	957,074	903,693	53,381	6%
State Grants Revenue	-	-	-	-	3,848	3,848	-	0%
Total Revenues	6,077,061	6,332,820	(255,759)	-4%	9,741,785	9,821,028	(79,244)	-1%

	YTD Actuals	YTD Budget	Variance to Budget		Forecast	Amended Budget	Variance to Budget	
			\$ Change	% Change			\$ Change	% Change
Expenses								
Instruction								
Teachers	1,459,658	1,599,937	140,278	9%	2,130,082	2,234,552	104,470	5%
ESE/Special Education	36,215	39,036	2,821	7%	51,215	54,036	2,821	5%
Permanent Subs	195,310	213,008	17,698	8%	266,767	305,804	39,037	13%
Aides - Instructional	12,461	8,203	(4,258)	-52%	20,781	8,203	(12,578)	-153%
Daily Substitute Teachers	183,656	187,108	3,451	2%	224,468	231,406	6,937	3%
Other Support/Aides	122,882	135,615	12,733	9%	190,815	193,148	2,333	1%
Stipend	52,217	43,997	(8,220)	-19%	60,192	60,192	-	0%
Bonus	-	23,489	23,489	100%	40,743	40,743	-	0%
Tutoring	-	-	-	-	14,000	14,000	-	0%
Taxes & Benefits	442,012	411,754	(30,257)	-7%	548,592	522,101	(26,491)	-5%
Other Professional Fees	18,066	16,449	(1,618)	-10%	18,066	16,449	(1,618)	-10%
Textbooks	11,872	11,872	-	0%	65,583	75,831	10,248	14%
Consumable Students	1,835	1,835	-	0%	30,292	30,292	-	0%
Consumable Teachers	4,167	4,167	-	0%	4,167	7,139	2,972	42%
Testing Materials	11,431	440	(10,991)	-2498%	22,751	13,313	(9,438)	-71%
Contracted SPED - Instruction	39,569	43,312	3,743	9%	64,322	76,263	11,941	16%
Computer Hardware (NonCap)	61,454	53,672	(7,782)	-14%	84,974	53,479	(31,494)	-59%
Computer Software (NonCap)	675	-	(675)	-	675	-	(675)	-
Improv other than Bldg (NonCap)	238	0	(238)	-	4,086	3,848	(238)	-6%
Computers - Hardware	129,239	53,924	(75,315)	-140%	105,719	82,373	(23,345)	-28%
Computer - Software	525	525	-	0%	525	600	75	13%
IT Infrastructure	-	5,000	5,000	100%	6,300	21,300	15,000	70%
Total Instruction	2,783,483	2,853,341	69,858	2%	3,955,116	4,045,071	89,955	2%

Variance Analysis Report – Consolidated

FCCS-Four Corners Charter School



	YTD Actuals	YTD Budget	Variance to Budget		Forecast	Amended Budget	Variance to Budget	
			\$ Change	% Change			\$ Change	% Change
Instruction Support Services								
Guidance	\$ 38,118	\$ 40,569	2,451	6%	\$ 53,184	\$ 55,635	2,451	4%
Resource Teachers	22,594	14,337	(8,257)	-58%	22,594	14,344	(8,250)	-58%
Other Support	37,741	46,610	8,869	19%	38,266	60,224	21,958	36%
IT Support	30,238	31,296	1,058	3%	36,488	37,546	1,058	3%
Stipend	4,369	4,369	-	0%	4,369	4,369	-	0%
Bonus	-	5,676	5,676	100%	5,676	5,676	-	0%
Taxes & Benefits	120,511	114,498	(6,013)	-5%	149,918	144,704	(5,214)	-4%
Computer Service Fees	88,727	87,340	(1,387)	-2%	118,019	118,160	141	0%
Temporary Agency Fees	808	808	-	0%	808	808	-	0%
Outside Staff Development	10,119	8,000	(2,119)	-26%	10,119	10,000	(119)	-1%
Contracted Mental Health Services	12,516	11,355	(1,161)	-10%	42,265	41,859	(406)	-1%
Consulting Fees	813	133	(680)	-510%	813	133	(680)	-510%
Travel	2,603	1,851	(753)	-41%	2,603	2,573	(30)	-1%
Instructional Licenses	202,887	127,448	(75,439)	-59%	129,261	109,256	(20,005)	-18%
Medical Supplies	-	788	788	100%	789	3,154	2,365	75%
Student Uniform Expense	-	176	176	100%	176	176	-	0%
Nurse - Hourly	15,528	17,962	2,433	14%	23,328	23,994	665	3%
Total Instruction Support Services	587,574	513,216	(74,358)	-14%	638,677	632,611	(6,066)	-1%
Board								
Accounting Services - Audit	2,000	4,235	2,235	53%	8,200	8,200	-	0%
Legal Fees - Independent Counsel	1,322	2,929	1,607	55%	5,000	5,000	-	0%
Total Board	3,322	7,164	3,842	54%	13,200	13,200	-	0%
School Administration								
School Leadership	164,016	171,207	7,191	4%	215,264	229,809	14,544	6%
Administrative - Salaried	74,519	71,474	(3,045)	-4%	105,062	102,018	(3,045)	-3%
Administrative - Hourly	42,812	51,071	8,259	16%	65,322	72,604	7,282	10%
Stipend	6,545	6,545	-	0%	6,545	6,545	-	0%
Bonus	24,579	37,003	12,424	34%	37,003	37,003	-	0%
Taxes & Benefits	107,145	81,282	(25,863)	-32%	120,699	99,358	(21,341)	-21%
Drug Testing Fees	218	62	(156)	-252%	218	62	(156)	-252%
Travel	8,331	2,607	(5,724)	-220%	8,331	4,468	(3,863)	-86%
Office Supplies	6,185	3,554	(2,631)	-74%	6,185	5,184	(1,001)	-19%
Dues & Subscriptions	2,811	3,779	968	26%	5,455	5,455	-	0%
Printing & Copying	21	1,028	1,007	98%	1,028	4,029	3,001	74%
Bad Debt Expense	915	810	(105)	-13%	915	810	(105)	-13%
Total School Administration	438,095	430,422	(7,674)	-2%	572,028	567,344	(4,683)	-1%
Facilities and acquisition								
FF&E (NonCap)	-	3,223	3,223	100%	-	3,223	3,223	100%
FF&E	19,978	18,180	(1,798)	-10%	31,250	28,028	(3,223)	-11%
Improvements other than building	13,475	-	(13,475)	-	36,553	23,078	(13,475)	-58%
Equipment Rent & Lease Expense	19,191	27,444	8,253	30%	27,531	33,360	5,829	17%
Total Facilities and acquisition	52,643	48,846	(3,797)	-8%	95,334	87,688	(7,646)	-9%
Total	\$ 1,178,016	\$ 1,104,761	(73,255)	-6%	\$ 1,316,969	\$ 1,312,666	(4,303)	-0%

Variance Analysis Report – Consolidated

FCCS-Four Corners Charter School



	YTD Actuals	YTD Budget	Variance to Budget		Forecast	Amended Budget	Variance to Budget	
			\$ Change	% Change			\$ Change	% Change
Fiscal Services								
Personnel Management	85,378	85,378	-	0%	111,647	111,647	-	0%
Finance and Accounting SCF	56,777	56,777	-	0%	74,245	74,245	-	0%
Educational Intellectual Property	113,198	113,198	-	0%	149,048	149,048	-	0%
Procurement/Vendor Management	28,601	28,601	-	0%	37,402	37,402	-	0%
Support Center General Overhead	142,153	142,153	-	0%	185,892	185,892	-	0%
Bank Charges & Loan Fees	4,270	4,233	(37)	-1%	5,692	5,643	(49)	-1%
Total Fiscal Services	430,376	430,338	(37)	0%	563,926	563,977	(49)	0%
Central Services								
Fee to Charterholder	377,683	404,731	27,048	7%	576,787	584,138	7,351	1%
Staff Recruitment	542	830	288	35%	1,152	1,152	-	0%
Postage and Shipping	657	627	(30)	-5%	717	687	(30)	-4%
District Fees	63,065	66,759	3,694	6%	90,555	90,235	(320)	0%
Total Central Services	441,947	472,947	31,000	7%	669,211	676,212	7,001	1%
Pupil Transportation Services								
Contracted Pupil Transportation	\$ 149,318	\$ 168,243	\$ 18,924	11%	\$ 226,777	\$ 226,777	-	0%
Total Pupil Transportation Services	149,318	168,243	18,924	11%	226,777	226,777	-	0%
Operation of Plant								
Plant Operations - Hourly	32,130	38,310	6,180	16%	49,810	53,043	3,233	6%
Stipend	1,600	1,600	-	0%	1,600	1,600	-	0%
Bonus	-	245	245	100%	245	245	-	0%
Taxes & Benefits	14,037	6,814	(7,223)	-106%	16,624	8,181	(8,442)	-103%
Property & Liability Insurance	59,126	69,891	10,765	15%	120,976	142,507	21,531	15%
Marketing & Advertising	42,341	70,358	28,016	40%	118,706	118,706	-	0%
Contracted Custodial Services	146,250	164,412	18,161	11%	217,936	217,936	-	0%
Licenses & Permits	3,850	3,850	-	0%	3,850	3,850	-	0%
Rent Expense	783,108	793,571	10,464	1%	1,055,347	1,055,347	-	0%
Telephone & Internet	5,121	17,726	12,604	71%	40,928	42,705	1,777	4%
Electricity	124,783	119,623	(5,160)	-4%	170,377	177,298	6,921	4%
Water & Sewer	4,844	8,073	3,229	40%	21,485	21,485	-	0%
Waste Disposal	47,577	52,877	5,300	10%	69,562	69,562	-	0%
Pest Control	1,600	2,203	603	27%	3,003	5,610	2,607	46%
Natural Gas	572	400	(172)	-43%	572	400	(172)	-43%
Maintenance & Cleaning Supplies	53,659	46,462	(7,197)	-15%	60,909	60,909	-	0%
Contracted Security	41,922	43,520	1,598	4%	75,000	75,000	-	0%
Total Operation of Plant	1,362,521	1,439,935	77,414	5%	2,026,929	2,054,384	27,455	1%
Maintenance of Plant								
R&M Building	679,873	649,565	(30,308)	-5%	805,863	766,665	(39,197)	-5%
Miscellaneous Expenses	813	813	-	0%	813	813	-	0%
Total Maintenance of Plant	680,686	650,377	(30,308)	-5%	806,675	767,478	(39,197)	-5%



Variance Analysis Report – Consolidated

FCCS-Four Corners Charter School

	YTD Actuals	YTD Budget	Variance to Budget		Forecast	Amended Budget	Variance to Budget	
			\$ Change	% Change			\$ Change	% Change
Community Service								
Community Service - Aftercare	62,914	73,337	10,423	14%	79,076	91,232	12,157	13%
Taxes & Benefits - Community Service	6,558	8,577	2,019	24%	8,313	11,216	2,903	26%
Extra-Curricular Activity Events	1,642	500	(1,142)	-228%	2,000	2,000	-	0%
In-house Food Service	3,000	3,275	275	8%	3,000	1,100	(1,900)	-173%
Total Community Service	74,114	85,689	11,575	14%	92,388	105,548	13,160	12%
Total Expenses	7,004,078	7,100,519	96,440	1%	9,660,261	9,740,191	79,930	1%
Excess/(Deficit) of Rev over Exp	(927,017)	(767,699)	(159,318)	-	81,524	80,838	686	1%
Net Change in Fund Balance	(927,017)	(767,699)	(159,318)	-	81,524	80,838	686	1%
Enrollment	1,049	1,056	(7)	-1%	1,045	1,055	(11)	-1%
Rate Per Student	7,244	7,219	26	0%	7,244	7,219	26	0%

Four Corners Charter School

FY22-23 Proposed Budget Review

May 03, 2022



Key Assumptions

Revenues

- Enrollment increase by 1%
- FEFP increased by 3.85%
- Before and aftercare revenue based on pre covid participation
- Federal grants include FY23 Title I and ESSER allocations

Expenses

- 2% Merit increase for all staff
- 2% Increase in utilities and office supplies
- Computer service fees assumed at 139 per student
- 30% Increase for property and liability insurance expense
- 31% Increase for custodial service expense due to increase in labor cost
- Transportation increase by 51% due to increase in average bus cost per day
- Instructional and Capital expenses based on priorities of school



Budget Review Report (Consolidated)

Four Corners Charter School - Osceola County, Florida

	FY2021-22 Forecast	FY2022-23 Budget	Year-Year Variance	
			\$ Change	% Change
Revenues				
State Sources				
FEFP	\$ 7,566,807	\$ 7,937,124	\$ 370,317	5%
Capital Outlay	693,180	693,180	-	0%
Other Revenue Sources				
Other Program Revenues	520,799	178,475	(342,323)	-66%
Interest Income	77	77	-	0%
Special Revenue Sources				
Federal Grants Revenue	957,074	1,087,047	129,973	14%
State Grants Revenue	3,848	-	(3,848)	-100%
Total Revenues	9,741,765	9,895,903	154,119	2%

Summary

	FY2021-22 Forecast	FY2022-23 Budget	Year-Year Variance	
			\$ Change	% Change
Expenses				
Instruction	3,955,116	4,378,271	(423,155)	-11%
Instruction Support Services	610,402	509,092	101,310	17%
Board	13,200	13,200	-	0%
School Administration	600,303	687,584	(87,281)	-15%
Facilities and acquisition	95,334	58,360	36,974	39%
Fiscal Services	563,926	623,068	(59,142)	-10%
Central Services	669,211	665,267	3,944	1%
Pupil Transportation Services	226,777	342,218	(115,441)	-51%
Operation of Plant	2,026,929	2,065,688	(38,759)	-2%
Maintenance of Plant	806,675	426,298	380,378	47%
Community Service	92,388	82,325	10,063	11%
Total Expenses	9,660,261	9,851,371	(191,110)	-2%
Excess/(Deficit) of Rev over Exp	81,524	44,532	(36,991)	-45%

Net Change in Fund Balance	81,524	44,532	(36,991)	-45%
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Enrollment	1,045	1,055	11	1%
Rate Per Student	\$ 7,244	\$ 7,523	\$ 279	4%

Revenue Overview

Budget Review Report (Consolidated)

Four Corners Charter School - Osceola County, Florida



	FY2021-22 Forecast	FY2022-23 Budget	Year-Year Variance		Highlights - Notes
			\$ Change	% Change	
Revenues					
State Sources					
State Capitation / Student	\$ 7,492,637	\$ 7,862,954	\$ 370,317	5%	FEFP Legislation rate increase 3.85% + 1% Enrollment increase
Student Transportation	74,170	74,170	-	0%	
Capital Outlay Revenue	693,180	693,180	-	0%	
Other Revenue Sources					
Other Program Revenues	344,100	-	(344,100)	-100%	FY22 includes HVAC repairs revenue not recurring in FY23
Before and Aftercare Revenue	176,699	178,475	1,777	1%	
Interest Income	77	77	-	-	
Special Revenue Sources					
Federal Grants Revenue	957,074	1,087,047	129,973	14%	
State Grants Revenue	3,848	-	(3,848)	-100%	
Total Revenues	9,741,785	9,895,903	154,119	2%	

Instruction

Four Corners Charter School - Osceola County, Florida



	FY2021-22 Forecast	FY2022-23 Budget	Year-Year Variance \$ Change % Change	Highlights - Notes
Expenses				
Instruction				
Teachers	2,130,082	3,017,696	(887,615)	-42%
ESE/Special Education	51,215	55,990	(4,775)	-9%
Permanent Subs	266,767	-	266,767	100%
Aides - Instructional	20,781	33,879	(13,098)	-63%
Daily Substitute Teachers	224,468	131,406	93,062	41%
Other Support/Aides	190,815	200,992	(10,178)	-5%
Stipend	60,192	34,579	25,613	43%
Bonus	40,743	46,855	(6,112)	-15%
Tutoring	14,000	32,000	(18,000)	-129%
Taxes & Benefits	548,592	581,720	(33,128)	-6%
Other Professional Fees	18,066	18,066	-	0%
Textbooks	65,583	61,370	4,213	6%
Consumable Students	30,292	525	29,767	**
Consumable Teachers	4,167	5,270	(1,103)	-26%
Testing Materials	22,751	52,705	(29,954)	-132%
Contracted SPED - Instruction	64,322	64,969	(647)	-1%
Computer Hardware (NonCap)	84,974	-	84,974	**
Computer Software (NonCap)	675	-	675	100%
Improv other than Bldg (NonCap)	4,086	3,848	238	6%
Computers - Hardware	105,719	26,400	79,319	**
Computer - Software	525	-	525	100%
IT Infrastructure	6,300	10,000	(3,700)	-59%
Total Instruction	3,955,116	4,378,271	(423,155)	-11%

Additional grant funded positions, assumed 100% certified teachers .

** FY22 includes grant funded expenses not recurring in FY23

Instruction Support Services

Four Corners Charter School - Osceola County, Florida



	FY2021-22 Forecast	FY2022-23 Budget	Year-Year Variance		Highlights - Notes
			\$ Change	% Change	
Instruction Support Services					
Guidance	\$ 53,184	\$ 84,235	(31,051)	-58%	1 additional grant funded position
Resource Teachers	22,594	-	22,594	100%	
Other Support	38,266	2,404	35,863	94%	FY22 includes non recurring expenses
IT Support	36,488	25,450	11,038	30%	
Stipend	4,369	7,770	(3,400)	-78%	
Bonus	5,676	6,528	(851)	-15%	
Taxes & Benefits	119,808	100,857	18,952	16%	
Computer Service Fees	118,019	146,645	(28,626)	-24%	Increase in rate and enrollment
Temporary Agency Fees	808	808	-	0%	
Outside Staff Development	10,119	10,119	-	0%	
Contracted Mental Health Services	42,265	42,265	-	0%	
Consulting Fees	813	813	-	0%	
Grant Expense	-	4,898	(4,898)	-	
Travel	4,438	4,438	-	0%	
Instructional Licenses	129,261	38,925	90,336 **	69%	
Medical Supplies	789	1,000	(211)	-27%	
Student Uniform Expense	176	176	-	0%	
Nurse - Hourly	23,328	31,762	(8,434)	-36%	
Total Instruction Support Services	610,402	509,092	101,310	17%	** FY22 includes grant funded expenses not recurring in FY23

Board, School Administration and Facilities and Acquisition



Four Corners Charter School - Osceola County, Florida

	FY2021-22 Forecast	FY2022-23 Budget	Year-Year Variance \$ Change	Year-Year Variance % Change	Highlights - Notes
Board					
Accounting Services - Audit	8,200	8,200	-	0%	
Legal Fees - Independent Counsel	5,000	5,000	-	0%	
Total Board	13,200	13,200		0%	
School Administration					
School Leadership	215,264	208,681	6,583	3%	
Administrative - Salaried	105,062	124,374	(19,312)	-18%	
Administrative - Hourly	65,322	131,536	(66,214)	-101%	
Stipend	6,545	7,651	(1,106)	-17%	
Bonus	37,003	42,553	(5,551)	-15%	
Taxes & Benefits	150,808	153,283	(2,474)	-2%	
Drug Testing Fees	218	218	-	0%	
Travel	6,497	6,497	-	0%	
Office Supplies	6,185	6,309	(124)	-2%	
Dues & Subscriptions	5,455	5,455	-	0%	
Printing & Copying	1,028	1,028	-	0%	
Bad Debt Expense	915	-	915	100%	
Total School Administration	600,303	687,584	(87,281)	-15%	Open positions in FY22 and FY23 is at full capacity
Facilities and acquisition					
FF&E	31,250	25,000	6,250	20%	
Improvements other than building	36,553	-	36,553 **	100%	
Equipment Rent & Lease Expense	27,531	33,360	(5,829)	-21%	
Total Facilities and acquisition	95,334	58,360	36,974	39%	** FY22 includes grant funded expenses not recurring in FY23

Fiscal , Central and Pupil Transportation Services

Four Corners Charter School - Osceola County, Florida



	FY2021-22 Forecast	FY2022-23 Budget	Year-Year Variance \$ Change	% Change	Highlights - Notes
Fiscal Services					
Personnel Management	111,647	123,475	(11,828)	-11%	Due to increase in FEFP revenue.
Finance and Accounting SCF	74,245	82,111	(7,866)	-11%	
Educational Intellectual Property	149,048	164,839	(15,791)	-11%	
Procurement/Vendor Management	37,402	41,364	(3,963)	-11%	
Support Center General Overhead	185,892	205,586	(19,694)	-11%	
Bank Charges & Loan Fees	5,692	5,692	-	0%	
Total Fiscal Services	563,926	623,068	(59,142)	-10%	
Central Services					
Fee to Charterholder	576,787	573,193	3,594	1%	
Staff Recruitment	1,152	1,152	-	0%	
Postage and Shipping	717	687	30	4%	
District Fees	90,555	90,235	320	0%	
Total Central Services	669,211	665,267	3,944	1%	
Pupil Transportation Services					
Contracted Pupil Transportation	\$ 226,777	\$ 342,218	(115,441)	-51%	Assumed increase in average per day bus cost
Total Pupil Transportation Services	226,777	342,218	(115,441)	-51%	

Operation and Maintenance of Plant



Four Corners Charter School - Osceola County, Florida

	FY2021-22 Forecast	FY2022-23 Budget	Year-Year Variance \$ Change	% Change	Highlights - Notes
Operation of Plant					
Plant Operations - Hourly	49,810	59,994	(10,184)	-20%	
Stipend	1,600	-	1,600	100%	
Bonus	245	281	(37)	-15%	
Taxes & Benefits	16,624	19,998	(3,375)	-20%	
Property & Liability Insurance	120,976	157,270	(36,294)	-30%	
Marketing & Advertising	118,706	48,553	70,153 **	59%	Assumed projected increase of 30%
Contracted Custodial Services	217,936	286,221	(68,285)	-31%	Assumed increase in labor cost for FY23
Licenses & Permits	3,850	3,850	-	0%	
Rent Expense	1,055,347	1,058,934	(3,587)	0%	
Telephone & Internet	40,928	41,780	(852)	-2%	
Electricity	170,377	173,785	(3,408)	-2%	
Water & Sewer	21,485	21,914	(429)	-2%	
Waste Disposal	69,562	70,953	(1,391)	-2%	
Pest Control	3,003	3,063	(60)	-2%	
Natural Gas	572	572	-	0%	
Maintenance & Cleaning Supplies	60,909	43,520	17,389 **	28%	
Contracted Security	75,000	75,000	-	0%	
Total Operation of Plant	2,026,929	2,065,688	(38,759)	-2%	** FY22 includes expenses not recurring in FY23
Maintenance of Plant					
R&M Building	805,863	426,298	379,565	47%	FY22 includes HVAC repairs cost
Miscellaneous Expenses	813	-	813	100%	
Total Maintenance of Plant	806,675	426,298	380,378	47%	

Community Service and Net Change in Fund Balance

Four Corners Charter School - Osceola County, Florida



	FY2021-22 Forecast	FY2022-23 Budget	Year-Year Variance		Highlights - Notes
			\$ Change	% Change	
Community Service					
Community Service - Aftercare	79,076	69,876	9,200	12%	
Taxes & Benefits - Community Service	8,313	7,450	863	10%	
Extra-Curricular Activity Events	2,000	2,000	-	0%	
In-house Food Service	3,000	3,000	-	0%	
Total Community Service	92,388	82,325	10,063	11%	
Total Expenses	9,660,261	9,851,371	(191,110)	-2%	
Excess/(Deficit) of Rev over Exp	81,524	44,532	(36,991)	-45%	
Net Change in Fund Balance	81,524	44,532	(36,991)	-45%	
Enrollment	1,045	1,055	11	1%	
Rate Per Student	\$ 7,244	\$ 7,523	\$ 279	4%	

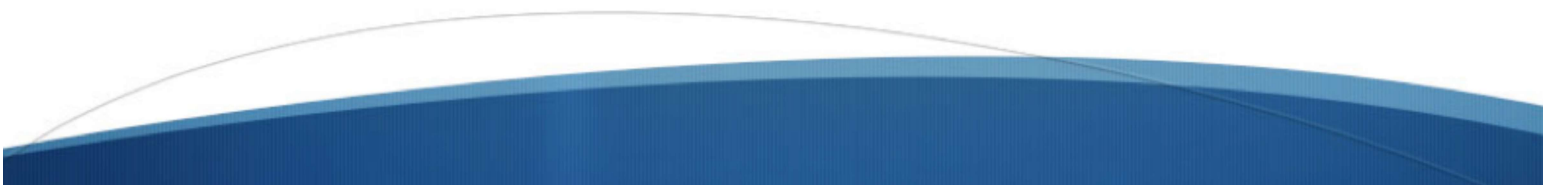
Section Cover Page



V. New Business

- Informational
- For Discussion
- For Action

Notes:



OSCEOLA

2022-2023 SCHOOL CALENDAR

JULY 2022				
M	T	W	R	F
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

AUGUST 2022				
M	T	W	R	F
1	2	3	4	5
8	9	*10	11	12
15	16	17	18	19
22	23	24	25	26
29	30	31		

SEPTEMBER 2022				
M	T	W	R	F
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

OCTOBER 2022				
M	T	W	R	F
3	4	5	6	7
10	11	12	*13	14
*17	18	19	20	21
24	25	26	27	28
31				

NOVEMBER 2022				
M	T	W	R	F
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30		

DECEMBER 2022				
M	T	W	R	F
			1	2
5	6	7	8	9
12	13	14	15	*16
19	20	21	22	23
26	27	28	29	30

JANUARY 2023				
M	T	W	R	F
2	3	*4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30	31			

FEBRUARY 2023				
M	T	W	R	F
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28			

MARCH 2023				
M	T	W	R	F
		1	2	3
6	7	8	*9	10
13	14	15	16	17
*20	21	22	23	24
27	28	29	30	31

APRIL 2023				
M	T	W	R	F
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28

MAY 2023				
M	T	W	R	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	*30	31		

JUNE 2023				
M	T	W	R	F
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

	First Day/Last Day of School
	Professional Development Day (No school for students)
	Holiday (No school for students and teachers)
	School & Administrative Office Closed
*	Quarter Start and End Dates
	Report Cards Issued
	Progress Reports Issued
	Fall/Winter/Spring Break (No school for students and teachers)

NO EARLY RELEASE DAYS

Professional Development Days after the first quarter may serve as inclement weather make-up days.

*Last Updated 3/2/22

Charter Schools USA (Osceola County) 2022-2023 School Calendar

July 4, 2022	Holiday – School Closed
July 27, 2022	First Day for New Teachers (NTI)
August 1, 2022	First Day for Returning Teachers (RTO)
August 10, 2022	First Day for Students / Start of Quarter 1
September 5, 2022	Holiday – School Closed
September 12, 2022	Q1 Progress Reports
September 23, 2022	Professional Development Day – No School for Students
October 13, 2022	End of Quarter 1 (45 Days)
October 14, 2022	Professional Development Day – No School for Students
October 17, 2022	Start of Quarter 2
October 24, 2022	Q1 Report Cards
November 10, 2022	Q2 Progress Reports
November 11, 2022	Holiday – School Closed
November 21, 2022 – November 23, 2022	Holiday – No School for Students and Teachers
November 24, 2022 – November 25, 2022	Holiday – School Closed
December 16, 2022	End of Quarter 2 (39 Days)
December 19, 2022 – January 2, 2023	Winter Break – No School for Students and Teachers
December 23, 2022	Holiday – School Closed
December 26, 2022	Holiday – School Closed
December 29, 2022	Holiday – School Closed
December 30, 2022	Holiday – School Closed
January 3, 2023	Professional Development Day – No School for Students
January 4, 2023	Start of Quarter 3
January 16, 2023	Holiday – Schools Closed
January 17, 2023	Q2 Report Cards
February 7, 2023	Q3 Progress Reports
February 17, 2023	Holiday – Schools Closed
March 9, 2023	End of Quarter 3 (45 Days)
March 10, 2023	Professional Development Day – No School for Students
March 13, 2023 – March 17, 2023	Spring Break - No School for Students and Teachers
March 20, 2023	Start of Quarter 4
April 3, 2023	Q3 Report Cards
April 25, 2023	Q4 Progress Reports
May 29, 2023	Holiday – Schools Closed
May 30, 2023	Last Day for Students / End of Quarter 4 (51 Days) / Elementary Q4 Report Cards
May 31, 2023	Professional Development Day – No School for Students Last Day for Teachers
July 13, 2023	Secondary Q4 Report Cards



Area 4 Facilities Update

Four Corners Charter School

SY 21/22 Recap / Updates

- installed emergency egress gates for playfield
- installed privacy window tinting in classrooms
- complete overhaul of HVAC system
- painted interior of school

SY 22/23 Capital Projects

- re-seal parking lot

MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING (“MOU”) is entered into on the ___ day of _____, 2022, by and between [Governing Board] (“BOARD”) and _____ (“COMPANY”), (collectively, the “Parties”).

WITNESSETH:

WHEREAS, COMPANY is a _____, located at _____ and;

WHEREAS, BOARD operates charter schools in Florida including _____ Charter School ("School") which is adjacent to COMPANY and;

WHEREAS, in the event of an emergency during which the School evacuates students and staff, School needs and venue for gathering and reuniting with family; and

WHEREAS, COMPANY desires to allow use of its premises for such gathering and reuniting; and

WHEREAS, BOARD desires to use such facility for such gathering and reuniting; and

WHEREAS, the Parties desire to work together to create a safe space at which students and staff can gather and reunite with family after a School evacuation.

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the Parties hereby agree as follows:

1. **RECITALS.** The forgoing recitals are true and correct.
2. COMPANY will allow use of its premises, during COMPANY's business hours, for students and staff to gather and reunite with family in the event of an evacuation of the School.
3. COMPANY will make its management team aware of this arrangement in order to allow for smooth evacuation of students and staff to COMPANY premises in the event of an evacuation of the School.
4. BOARD, through its management company, Charter Schools USA at _____, ("CSUSA") will organize and manage the gathering of School students and staff on the COMPANY's premises and organize and manage the reuniting of School students and staff with family members.
5. **INDEMNIFICATION.**
 - a. BOARD agrees to indemnify and hold harmless COMPANY, and its staff, agents, successors, assigns, divisions, parent companies, affiliates, subsidiaries, officers, directors, managers, members, attorneys, representatives, contractors, vendors, and employees from any

and all liabilities or claims whether known or unknown arising out of, in connection with, or in any way related to BOARD's negligence while School students and staff are on COMPANY's premises as a result of a School evacuation.

b. COMPANY agrees to indemnify and hold harmless BOARD, CSUSA and their respective staff, agents, successors, assigns, divisions, parent companies, affiliates, subsidiaries, officers, directors, managers, members, attorneys, representatives, contractors, vendors, and employees from any and all liabilities or claims whether known or unknown arising out of, in connection with, or in any way related to the negligence of COMPANY and/or its employees while School students and staff are on COMPANY's premises as a result of a School evacuation.

6. **STATUS OF THE PARTIES.** The Parties are independent contractors and no agent or employee of one party shall be deemed an employee of the other party.

7. **GOVERNING LAW.** This Agreement shall be governed by the laws of the State of Florida. Any and all litigation relating to this MOU, shall be brought and maintained in the Circuit, County or appropriate federal courts in and for Broward County, Florida. The Parties waive a trial by jury.

IN WITNESS WHEREOF, the parties have executed this Agreement intending to be legally bound hereby.

(Governing Board)

By: _____

Title: _____

COMPANY

By: _____

Title: _____