



The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

The Leadership School

TLS Special Board Meeting

Published on December 22, 2023 at 8:09 AM CST

Date and Time

Friday December 29, 2023 at 10:00 AM CST

Location

This meeting will take place via Zoom. Attendees can join using the link below or the following:

- Meeting ID: 936 4830 0851
- Passcode: TLS2021

<https://zoom.us/j/93648300851?pwd=RnJ0YlFzYy9qeE9vQ3MvR1RvR2JQUT09>

Per Missouri Revised State Statute Section 610.021, the Board of Directors may close this meeting for an Executive Session to discuss permissible subjects.

This notice is published on our website (<https://theleadershipschoolstl.org>).

Agenda

	Purpose	Presenter	Time
I. Opening Items			10:00 AM
A. Call the Meeting to Order			

	Purpose	Presenter	Time
B. Record Attendance			2 m
C. Public Comment Section			8 m
II. Action Items			10:10 AM
A. Approve FY2023 Audit	Vote		30 m
III. Closed Session			10:40 AM
A. Closed Session	Vote	Lennel Hunter	20 m
<p><i>To discuss personnel pursuant to RSMo. 610.021.3, which states: Hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded.</i></p>			
IV. Closing Items			11:00 AM
A. Next Steps			5 m
B. Adjourn Meeting	Vote		

Coversheet

Approve FY2023 Audit

Section: II. Action Items
Item: A. Approve FY2023 Audit
Purpose: Vote
Submitted by:
Related Material: TLS 2023 Communications Letter draft 12-21-23.pdf
TLS 2023 Audit Report draft 12-21-23.pdf
2023 Mgt Rep Letter.docx
2023 Attest Rep Letter.docx

Draft
12/21/23

**THE LEADERSHIP SCHOOL
ST. LOUIS, MISSOURI**

COMMUNICATIONS WITH THE BOARD

JUNE 30, 2023

Draft
12/21/23

COMMUNICATIONS WITH THE BOARD

December 20, 2023

Board of Directors
The Leadership School
St. Louis, Missouri

We have audited the financial statements of The Leadership School (the “School”) for the year ended June 30, 2023, and have issued our report thereon dated December 20, 2023. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit. Professional standards also required that we communicate to you the following information related to our audit.

Our Responsibilities under U.S. Generally Accepted Auditing Standards and *Government Auditing Standards*

As stated in our engagement letter dated May 9, 2023, our responsibility, as described by professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with the cash basis of accounting. Our audit of the financial statements does not relieve you or management of your responsibilities.

As part of our audit, we considered the internal control of the School. Such considerations were solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we performed tests of the School’s compliance with certain provisions of laws, regulations, contracts and grants. However, the objective of our tests was not to provide an opinion on compliance with such provisions.

Our responsibility for the supplementary information accompanying the financial statements, as described by professional standards, was to evaluate the presentation of the supplementary information in relation to the financial statements as a whole and to report on whether the supplementary information is fairly stated, in all material respects, in relation to the financial statements as a whole.

Planned Scope, Timing of the Audit, and Other

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit involved judgment about the number of transactions to be examined and the areas to be tested.

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12/21/23

Our audit included obtaining an understanding of the organization and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing and extent of further audit procedures. Material misstatements may result from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the School or to acts by management or employees acting on behalf of the School. We did not note any internal control related matters that are required to be communicated under professional standards. We did note one instance of noncompliance with the Missouri Revised Statutes for securing deposits in the Schedule of State Findings in the reporting package.

We performed the audit according to the planned scope and timing previously communicated to you about planning matters.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application. The significant accounting policies used by the School are described in Note 2 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the year ended June 30, 2023. We noted no transactions entered into by the School during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

As the financial statements are presented in accordance with the cash basis of accounting, accounting estimates were not a part of the financial statements prepared by management.

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. We noted no such disclosures.

The disclosures in the financial statements are neutral, consistent and clear.

Difficulties Encountered in Performing the Audit

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

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. No such misstatements were identified.

Disagreements with Management

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

Management Representations

We have requested certain representations from management that are included in the management representation letter dated December 20, 2023.

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12/21/23

Management Consultations with Other Independent Accountants

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

Other Audit Findings or Issues

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

Other Matters

With respect to the supplementary information accompanying the financial statements, we made certain inquiries of management and evaluated the form, content and methods of preparing the information to determine that the information complies with cash basis of accounting, the method of preparing it has not changed from the prior period and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to be financial statements themselves.

This information is intended solely for the use of the Board of Directors charged with governance and management of The Leadership School and is not intended to be and should not be used by anyone other than those specified parties.

Marr and Company, P.C.
Certified Public Accountants
Kansas City, Missouri

Draft
12/21/23

THE LEADERSHIP SCHOOL

**FINANCIAL STATEMENTS
with
INDEPENDENT AUDITOR'S REPORT**

June 30, 2023

TABLE OF CONTENTS

Independent Auditor’s Report	Page 1-3
 FINANCIAL STATEMENTS:	
Statement of Assets and Net Assets - Cash Basis	4
Statement of Support, Receipts and Disbursements - Cash Basis	5
Statement of Functional Expenses - Cash Basis	6
Notes to Financial Statements	7-14
 SUPPLEMENTARY INFORMATION:	
Statement of Assets and Fund Balances - Cash Basis - by Fund	16
Statement of Receipts, Disbursements and Changes in Fund Balances - Cash Basis - by Fund	17
Schedule of Receipts Collected by Source - Cash Basis - by Fund	18
Schedule of Disbursements by Object - Cash Basis - by Fund	19
 INTERNAL CONTROL AND COMPLIANCE:	
Independent Auditor’s Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	21-22
Independent Accountant’s Report on Management’s Assertions About Compliance with Specified Requirements of Missouri Laws and Regulations	23
Schedule of Selected Statistics	24-28
Schedule of State Findings	29

Draft
12/21/23

INDEPENDENT AUDITOR'S REPORT

Board of Directors
The Leadership School
St. Louis, Missouri

Report on the Financial Statements

Opinion

We have audited the accompanying financial statements of The Leadership School (a nonprofit organization) (the "School"), which comprise the statement of assets and net assets-cash basis as of June 30, 2023, and the related statements of support, receipts, and disbursements-cash basis and functional expenses-cash basis for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the assets and net assets of The Leadership School as of June 30, 2023, and its support, receipts and disbursements for the year then ended in accordance with the cash basis of accounting as described in Note 2.

Basis for Opinion

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

Basis of Accounting

We draw attention to Note 2 of the financial statements, which describes the basis of accounting. The financial statements are prepared on the cash basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to that matter.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the cash basis of accounting as described in Note 2, and for determining that the cash basis of accounting is an acceptable basis for the preparation of the financial statements in the circumstances. Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Board of Directors
The Leadership School
St. Louis, Missouri

Draft
12/21/23

Auditor's Responsibility for the Audit of the Financial Statements

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

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

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

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

Board of Directors
The Leadership School
St. Louis, Missouri

Draft
12/21/23

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying supplementary information as listed in the table of contents from pages 16-19 is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 20, 2023 on our consideration of The Leadership School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations contracts and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of School's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control over financial reporting and compliance.

Kansas City, Missouri
December 20, 2023

Marr and Company, P.C.
Certified Public Accountants

THE LEADERSHIP SCHOOL
STATEMENT OF ASSETS AND NET ASSETS-CASH BASIS
June 30, 2023

Draft
12/21/23

ASSETS

Cash and cash equivalents	\$ <u>44,714</u>
TOTAL ASSETS	\$ <u>44,714</u>

NET ASSETS

Without donor restrictions	\$ <u>44,714</u>
TOTAL NET ASSETS	\$ <u>44,714</u>

See Accompanying Independent Auditor's Report and Notes to these Financial Statements.

THE LEADERSHIP SCHOOL
STATEMENT OF SUPPORT, RECEIPTS AND DISBURSEMENTS-CASH BASIS
For the Year Ended June 30, 2023

Draft
12/21/23

	<u>Without Donor Restrictions</u>
<u>SUPPORT AND RECEIPTS:</u>	
Contributions and donations	\$ 877,035
State aid receipts	825,507
Federal grants and contracts	226,727
Community services	<u>10,135</u>
Total Support and receipts	1,939,404
 <u>DISBURSEMENTS:</u>	
Program service – charter school operations	1,168,828
Supporting activities:	
General and administrative	<u>772,228</u>
Total Disbursements	<u>1,941,056</u>
Change in net assets	(1,652)
Net assets, beginning of year	<u>46,366</u>
Net assets, end of year	<u>\$ 44,714</u>

See Accompanying Independent Auditor’s Report and Notes to these Financial Statements.

THE LEADERSHIP SCHOOL
STATEMENT OF FUNCTIONAL EXPENSES –CASH BASIS
For the Year Ended June 30, 2023

Draft
12/21/23

	Charter School Operations	General & Administrative	Total
Salaries and wages	\$ 273,526	\$ 376,569	\$ 650,095
Retirement	15,229	27,707	42,936
Payroll taxes	19,626	25,984	45,610
Employee insurance	15,922	29,979	45,901
Professional and technical services	120,990	171,180	292,170
Property services	163,240	88,713	251,953
Transportation services (including contracted)	146,557	0	146,557
Insurance	0	6,617	6,617
Communication and memberships	23,842	4,532	28,374
Other purchased services	8,915	0	8,915
General supplies	183,302	39,258	222,560
Books and periodicals	75,793	0	75,793
Warehouse and food services	54,245	0	54,245
Capital outlay	<u>67,641</u>	<u>1,689</u>	<u>69,330</u>
	<u>\$ 1,168,828</u>	<u>\$ 772,228</u>	<u>\$ 1,941,056</u>

See Accompanying Independent Auditor's Report and Notes to these Financial Statements.

THE LEADERSHIP SCHOOL
NOTES TO FINANCIAL STATEMENTS
June 30, 2023

Draft
12/21/23

INDEX

- NOTE 1: ORGANIZATION
- NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
- A. Basis of Accounting
 - B. Concentration of Credit Risk
 - C. Capital Outlay
 - D. Compensated Absences
 - E. Net Assets
 - F. Revenue Recognition
 - G. Functional Allocation of Expenses
 - H. Income Taxes
 - I. Subsequent Events
- NOTE 3: LIQUIDITY RESOURCE MANAGEMENT
- NOTE 4: RETIREMENT PLAN
- NOTE 5: CONCENTRATIONS
- NOTE 6: LEASE OBLIGATIONS
- NOTE 7: CLAIMS AND ADJUSTMENTS

THE LEADERSHIP SCHOOL

NOTES TO FINANCIAL STATEMENTS

June 30, 2023

Draft
12/21/23NOTE 1: ORGANIZATION

The Leadership School (the “School”) is a Missouri not-for-profit public benefit corporation organized in February 2019 under Chapter 355, RSMo and governed by Senate Bill No. 781 of the 89th General Assembly of the Missouri legislature. The School is exempt from most Missouri laws and statutes governing educational institutions. The aforementioned Senate Bill No. 781 governs it. The purpose of the School is to operate a charter school located within the boundaries of the Normandy Schools Collaborative (St. Louis County). The School building is located at 1785 Pennsylvania Avenue in Pagedale, Missouri. The School is legally separate from the Normandy Schools Collaborative and is not financially accountable to it.

The School is sponsored by the Missouri Charter Public School Commission with a charter school agreement effective July 1, 2022 for five years until the school year ending June 30, 2027. The School’s charter provides for the education of students in kindergarten and grades one through eight. For the fiscal year ended June 30, 2023, the School educated students in kindergarten through 2nd grade. Approximately 55-60% of the School’s funding is provided from State and Federal funds received from the Missouri Department of Elementary and Secondary Education (“DESE”). Other support is provided by contributions and grants from foundations and individuals.

NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Basis of Accounting

The School has elected to present its financial statements on the cash basis of accounting. The cash basis of accounting is a basis of accounting other than accounting principles generally accepted in the United States of America. The basis of accounting is a reference to when financial events are recorded, such as the timing for recognizing receipts, disbursements and their related assets and liabilities. Under the cash basis of accounting, receipts and disbursements and the related assets are recorded when they result from cash transactions.

B. Concentration of Credit Risk

Financial instruments that potentially expose the School to concentrations of credit and market risk consist of cash. Cash is maintained at high-quality financial institutions and accounts at each institution are insured by the Federal Deposit Insurance Corporation up to \$250,000. At June 30, 2023, the School did not have any uninsured balances at the institutions. The School has not experienced any losses on its cash held at the financial banking institutions.

C. Capital Outlay

Property and equipment are recorded as expenses at the time the goods are purchased.

D. Compensated Absences

Vacation time, personal business days and sick leave are considered as expenses in the year paid. Such amounts unused that are vested in the employee are payable upon termination at varying rates depending on length of service.

THE LEADERSHIP SCHOOL

NOTES TO FINANCIAL STATEMENTS

June 30, 2023

Draft
12/21/23NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

E. Net Assets

Net assets, revenues, gains, and losses are classified based on the existence or absence of donor- or grantor-imposed restrictions. Accordingly, net assets and changes therein are classified and reported as follows:

Net Assets With Donor Restrictions – Net assets subject to donor (or certain grantor) imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other program or events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that the resources be maintained in perpetuity. The School reports contributions restricted by donors as increases in net assets without donor restrictions if the restrictions expire (that is, when a stipulated time restriction ends or purpose restriction is accomplished) in the reporting period in which the revenue is recognized. All other donor-restricted contributions are reported as increases in net assets with donor restrictions, depending on the nature of the restrictions. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions. As of June 30, 2023, the School had no assets with donor restrictions.

Net Assets Without Donor Restrictions – Net assets available for use in general operations and not subject to donor- (or certain grantor-) imposed restrictions or law. These net assets may be used at the discretion of the School's management and the School's Board of Directors.

F. Revenue Recognition

In accordance with the cash basis of accounting, the School immediately recognizes all revenue at the time of receipt. All contributions are considered available for use within the School's general programs unless specifically restricted by the donor.

G. Functional Allocation of Expenses

The costs of providing programs and other activities have been summarized on a functional basis in the statement of support, receipts, and disbursements-cash basis. The statement of functional expenses-cash basis present the natural classification detail of expenses by function. Accordingly, certain costs have been allocated among the programs and supporting services benefited and, in some cases, to one or more program or supporting functions. Therefore, these expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated include technical services, facility rent, property services, and general supplies. Property services and facility rent are allocated based on estimated square footage, and technical services and general supplies are allocated based on estimated project and purpose usage.

THE LEADERSHIP SCHOOL
NOTES TO FINANCIAL STATEMENTS
June 30, 2023

Draft
12/21/23

NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

H. Income Taxes

The School is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code and comparable state law as charitable organizations whereby only unrelated business income, as defined by Section 509(a)(2) of the Code, is subject to federal income tax. The School currently has no unrelated business income. Accordingly, no provision for income taxes has been recorded. The School has adopted provisions of FASB standard on Accounting for Uncertainty in Income Taxes (ASC 740-10-25). The School does not believe there are any material uncertain tax provisions and, accordingly, they will not recognize any liability for unrecorded tax benefits. For the year ended June 30, 2023, there was no interest or penalties recorded in the financial statements.

I. Subsequent Events

Management has evaluated subsequent events through December 20, 2023, the date on which the financial statements were available to be issued.

NOTE 3: LIQUIDITY RESOURCE MANAGEMENT

The School regularly monitors liquidity required to meet its operating needs and other contractual commitments, while also striving to maximize the investment of its available funds. For purposes of analyzing resources available to meet general expenditures over a 12-month period, the School considers all expenditures related to its ongoing program activities as well as the conduct of services undertaken to support those activities to be general expenditures.

As of June 30, 2023, the following financial assets could readily be made available within one year of the statement of financial position date to meet general expenditures:

Cash	\$ <u>44,714</u>
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THE LEADERSHIP SCHOOL

NOTES TO FINANCIAL STATEMENTS

June 30, 2023

Draft
12/21/23NOTE :4 RETIREMENT PLAN

The School participates in the Public School Retirement System and the Public Education Employee Retirement System (PSRS and PEERS, also referred to as the “Systems”).

Plan Descriptions

PSRS is a mandatory cost-sharing multiple employer retirement system for all full-time certificated employees and certain part-time certificated employees of all public school districts in Missouri (except the school districts of St. Louis and Kansas City) and all public community colleges. PSRS also includes certificated employees of the Systems, Missouri State Teachers' Association, Missouri State High School Activities Association, and certain employees of the State of Missouri who elected to remain covered by PSRS under legislation enacted in 1986, 1987 and 1989. The majority of PSRS members are exempt from Social Security contributions. In some instances, positions may be determined not to be exempt from Social Security contributions. Any PSRS member who is required to contribute to Social Security comes under the requirements of Section 169.070 (9) RSMo, known as the “two-thirds statute.” PSRS members required to contribute to Social Security are required to contribute two-thirds of the approved PSRS contribution rate and their employer is required to match the contribution. The members’ benefits are further calculated at two-thirds the normal benefit amount.

PEERS is a mandatory cost-sharing multiple employer retirement system for all non-certificated public school district employees (except the school districts of St. Louis and Kansas City), employees of the Missouri Association of School Administrators, and community college employees (except the Community College of St. Louis). Employees of covered districts who work 20 or more hours per week on a regular basis and who are not contributing members of PSRS must contribute to PEERS. Employees of the Systems who do not hold Missouri educator certificates also contribute to PEERS. PEERS was established as a trust fund by an Act of the Missouri General Assembly effective October 13, 1965. Statutes governing the System are found in Sections 169.600 - 169.715 and Sections 169.560-169.595 RSMo. The statutes place responsibility for the operation of PEERS on the Board of Trustees of PSRS.

Benefits Provided

PSRS is a defined benefit plan providing retirement, disability, and death/survivor benefits. Members are vested for service retirement benefits after accruing five years of service. Individuals who (a) are at least age 60 and have a minimum of 5 years of service, (b) have 30 years of service, or (c) qualify for benefits under the “Rule of 80” (service and age total at least 80) are entitled to a monthly benefit for life, which is calculated using a 2.5% benefit factor. Actuarially age-reduced benefits are available for members with five to 24.9 years of service at age 55. Members who are younger than age 55 and who do not qualify under the “Rule of 80” but have between 25 and 29.9 years of service may retire with a lesser benefit factor. Members that are three years beyond normal retirement can elect to have their lifetime monthly benefits actuarially reduced in exchange for the right to also receive a one-time partial lump sum (PLSO) payment at retirement equal to 12, 24, or 36 times the Single Life benefit amount.

THE LEADERSHIP SCHOOL

NOTES TO FINANCIAL STATEMENTS

June 30, 2023

Draft

12/21/23

NOTE :4 RETIREMENT PLAN (continued)Benefits Provided (continued)

PEERS is a defined benefit plan providing retirement, disability, and death benefits to its members. Members are vested for service retirement benefits after accruing five years of service. Individuals who (a) are at least age 60 and have a minimum of five years of service, (b) have 30 years of service, or (c) qualify for benefits under the “Rule of 80” (service and age total at least 80) are entitled to a monthly benefit for life, which is calculated using a 1.61% benefit factor. Members qualifying for "Rule of 80" or "30-and-out" are entitled to an additional temporary benefit until reaching minimum Social Security age (currently age 62), which is calculated using a 0.8% benefit factor. Actuarially age-reduced retirement benefits are available with five to 24.9 years of service at age 55. Members who are younger than age 55 and who do not qualify under the “Rule of 80” but have between 25 and 29.9 years of service may retire with a lesser benefit factor. Members that are three years beyond normal retirement can elect to have their lifetime monthly benefits actuarially reduced in exchange for the right to also receive a one-time partial lump sum (PLSO) payment at retirement equal to 12, 24, or 36 times the Single Life benefit amount.

Summary Plan Descriptions detailing the provisions of the plans can be found on the Systems' website at www.psr-peers.org.

Cost-of-Living Adjustments (“COLA”)

The System’s Board of Trustees has established a policy of providing COLAs to both PSRS and PEERS members as follows:

- If the June to June change in the Consumer Price Index for All Urban Consumers (CPI-U) is less than 2% for one or more consecutive one-year periods, a cost-of-living increase of 2% will be granted when the cumulative increase is equal to or greater than 2%, at which point the cumulative increase in the CPI-U will be reset to zero. For the following year, the starting CPI-U will be based on the June value immediately preceding the January 1 at which the 2% cost-of-living increase is granted.
- If the June to June change in the CPI-U is greater than or equal to 2%, but less than 5%, a cost-of-living increase of 2% will be granted.
- If the June to June change in the CPI-U is greater than or equal to 5%, a cost-of-living increase of 5% will be granted.
- If the CPI decreases, no COLA is provided.

For any PSRS member retiring on or after July 1, 2001, such adjustments commence on the second January after commencement of benefits and occur annually thereafter. For PEERS members, such adjustments commence on the fourth January after commencement of benefits and occur annually thereafter. The total of such increases may not exceed 80% of the original benefit for any member.

THE LEADERSHIP SCHOOL

NOTES TO FINANCIAL STATEMENTS

June 30, 2023

12/21/23

NOTE :4 RETIREMENT PLAN (continued)

Contributions

PSRS members were required to contribute 14.5% of their annual covered salary during fiscal years 2022 and 2023. Employers were required to match the contributions made by employees. The contribution rate is set each year by the PSRS Board of Trustees upon the recommendation of the independent actuary within the contribution restrictions set in Section 169.030 RSMo. The annual statutory increase in the total contribution rate may not exceed 1% of pay.

PEERS members were required to contribute 6.86% of their annual covered salary during fiscal years 2022 and 2023. Employers were required to match the contributions made by employees. The contribution rate is set each year by the PSRS Board of Trustees upon the recommendation of the independent actuary within the contribution restrictions set in Section 169.030 RSMo. The annual statutory increase in the total contribution rate may not exceed 0.5% of pay.

The School contributions to the Systems were \$42,936 for the year ending June 30, 2023.

NOTE 5: CONCENTRATIONS

The School relies upon state and federal funding to support their operation. This funding depends to a great degree upon average daily attendance.

NOTE 6: LEASE OBLIGATIONS

Office Equipment

The School leases office copier equipment with monthly payment terms until July 2027. The leasing expense for the year ending June 30, 2023 was \$3,693.

Building Facility

The School leases the building facility from CSDC Facilities Corporation to operate the school operations. A lease agreement was signed effective May 13, 2022, for 15 years ending June 30, 2037 with annual rental payment escalators. The lease expense for the year ended June 30, 2023, was \$176,215.

Future minimum lease payments are as follows:

<u>Year Ending June 30,</u>	<u>Office Equipment</u>	<u>Building Facility</u>	<u>Totals</u>
2024	\$ 1,656	\$ 224,419	\$ 226,075
2025	1,656	229,938	231,594
2026	1,656	235,456	237,112
2027	1,656	240,975	242,631
2028	138	246,493	246,631
Thereafter	<u>0</u>	<u>2,466,772</u>	<u>2,466,772</u>
	<u>\$ 6,762</u>	<u>\$ 3,644,053</u>	<u>\$ 3,650,815</u>

THE LEADERSHIP SCHOOL

NOTES TO FINANCIAL STATEMENTS

June 30, 2023

Draft
12/21/23

NOTE 8: CLAIMS AND ADJUSTMENTS

The School participates in several federal and state programs that are fully or partially funded by grants received from other governmental units. Disbursements financed by grants are subject to audit by the appropriate grantor government. As of June 30, 2023, a significant amount of disbursements had not been audited by grantor governments but the School believes that disallowed disbursements, if any, based on subsequent audits will not have a material effect on the overall financial position of the School.

Draft
12/21/23

SUPPLEMENTARY INFORMATION

Draft

12/21/23

THE LEADERSHIP SCHOOL

**STATEMENT OF ASSETS AND FUND BALANCES –
CASH BASIS – BY FUND**

June 30, 2023

	<u>General Fund</u>	<u>Special Revenue Fund</u>	<u>Capital Projects Fund</u>	<u>Totals</u>
ASSETS				
Cash	\$ <u>44,714</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>44,714</u>
TOTAL ASSETS	\$ <u>44,714</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>44,714</u>
 FUND BALANCES				
Unassigned	\$ <u>44,714</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>44,714</u>
TOTAL FUND BALANCES	\$ <u>44,714</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>44,714</u>

See Accompanying Independent Auditor's Report.

Draft

STATEMENT OF RECEIPTS, DISBURSEMENTS AND CHANGES IN FUND BALANCES –
CASH BASIS – BY FUND

12/21/23

For the Year Ended June 30, 2023

	<u>General Fund</u>	<u>Special Revenue Fund</u>	<u>Capital Projects Fund</u>	<u>Totals</u>
RECEIPTS:				
Local	\$ 817,840	\$ 0	\$ 69,330	\$ 887,170
State	672,420	153,087	0	825,507
Federal	<u>226,727</u>	<u>0</u>	<u>0</u>	<u>226,727</u>
Total receipts	1,716,987	153,087	69,330	1,939,404
DISBURSEMENTS:				
Instruction	322,518	148,746	17,395	488,659
Support services - students	90,039	0	0	90,039
Support services - instructional staff	11,826	0	0	11,826
Support services - general administration	464,336	0	1,689	466,025
Support services - building level admin	481	0	0	481
Business support services	165,043	0	0	165,043
Business support - fiscal services	51,059	0	0	51,059
Operation and maintenance plant services	289,018	0	0	289,018
Student transportation	144,783	0	0	144,783
Food services	62,561	0	0	62,561
Internal services	105,269	0	50,246	155,515
Support services - central office	907	0	0	907
Community services	<u>10,799</u>	<u>4,341</u>	<u>0</u>	<u>15,140</u>
Total disbursements	<u>1,718,639</u>	<u>153,087</u>	<u>69,330</u>	<u>1,941,056</u>
Net changes in fund balance	(1,652)	0	0	(1,652)
FUND BALANCE - JUNE 30, 2022	<u>46,366</u>	<u>0</u>	<u>0</u>	<u>46,366</u>
FUND BALANCE - JUNE 30, 2023	\$ <u>44,714</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>44,714</u>

See Accompanying Independent Auditor's Report.

Draft

12/21/23

THE LEADERSHIP SCHOOL**SCHEDULE OF RECEIPTS COLLECTED BY SOURCE –
CASH BASIS – BY FUND**

For the Year Ended June 30, 2023

	<u>General Fund</u>	<u>Special Revenue Fund</u>	<u>Capital Projects Fund</u>	<u>Totals</u>
<u>LOCAL:</u>				
Community services	\$ 10,135	\$ 0	\$ 0	\$ 10,135
Gifts and contributions	<u>807,705</u>	<u>0</u>	<u>69,330</u>	<u>877,035</u>
Total Local	817,840	0	69,330	887,170
<u>STATE:</u>				
Basic formula	597,599	153,087	0	750,686
Transportation	<u>74,821</u>	<u>0</u>	<u>0</u>	<u>74,821</u>
Total State	672,420	153,087	0	825,507
<u>FEDERAL:</u>				
Medicaid	1,707	0	0	1,707
Food service programs	52,197	0	0	52,197
ESEA Title I.A	157,087	0	0	157,087
ESEA Title II.A	<u>15,736</u>	<u>0</u>	<u>0</u>	<u>15,736</u>
Total Federal	<u>226,727</u>	<u>0</u>	<u>0</u>	<u>226,727</u>
Total Receipts	\$ <u>1,716,987</u>	\$ <u>153,087</u>	\$ <u>69,330</u>	\$ <u>1,939,404</u>

See Accompanying Independent Auditor's Report.

Draft

12/21/23

THE LEADERSHIP SCHOOL**SCHEDULE OF DISBURSEMENTS BY OBJECT –
CASH BASIS – BY FUND**

For the Year Ended June 30, 2023

	<u>General Fund</u>	<u>Special Revenue Fund</u>	<u>Capital Projects Fund</u>	<u>Totals</u>
Salaries	\$ 527,308	\$ 122,787	\$ 0	\$ 650,095
Payroll taxes	37,195	8,415	0	45,610
Retirement	31,101	11,835	0	42,936
Employee insurance	35,850	10,050	0	45,900
Professional and technical services	292,170	0	0	292,170
Property services	251,954	0	0	251,954
Transportation services (including contracted)	146,557	0	0	146,557
Property and liability insurance	6,617	0	0	6,617
Communication and memberships	28,374	0	0	28,374
Other purchased services	8,915	0	0	8,915
General supplies	222,560	0	0	222,560
Books and periodicals	75,793	0	0	75,793
Warehouse and food services	54,245	0	0	54,245
Capital outlay	<u>0</u>	<u>0</u>	<u>69,330</u>	<u>69,330</u>
Total Disbursements	\$ <u>1,718,639</u>	\$ <u>153,087</u>	\$ <u>69,330</u>	\$ <u>1,941,056</u>

See Accompanying Independent Auditor's Report.

Draft
12/21/23

INTERNAL CONTROL AND COMPLIANCE

Draft
12/21/23

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

Board of Directors
The Leadership School
St. Louis, Missouri

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of The Leadership School (the “School”) (a nonprofit organization), which comprise the statement of assets and net assets-cash basis as of June 30, 2023, and the related statements of support, receipts, and disbursements-cash basis and functional expenses-cash basis for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated December 20, 2023.

Report on Internal Control over Financial Reporting

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

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

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

Board of Directors
The Leadership School
St. Louis, Missouri

Draft
12/21/23

Report on Compliance and Other Matters

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

Purpose of This Report

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

Marr and Company, P.C.
Certified Public Accountants

Kansas City, Missouri
December 20, 2023

Draft
12/21/23

**INDEPENDENT ACCOUNTANT'S REPORT ON MANAGEMENT'S
ASSERTIONS ABOUT COMPLIANCE WITH SPECIFIED REQUIREMENTS
OF MISSOURI LAWS AND REGULATIONS**

Board of Directors
The Leadership School
St. Louis, Missouri

We have examined management's assertion, included in its representation letter dated December 20, 2023, that The Leadership School (the "School") complied with the requirements of Missouri laws and regulations regarding accurate disclosure of the School's records of average daily attendance and average daily transportation of pupils, and other statutory requirements as listed in the Schedule of Selected Statistics for the year ended June 30, 2023. Management is responsible for its assertion that the School complied with the aforementioned requirements. Our responsibility is to express an opinion on management's assertion based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether management's assertion is fairly stated, in all material respects. An examination involves performing procedures to obtain evidence about management's assertion. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risks of material misstatement of management's assertion, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements relating to the engagement.

Our examination does not provide a legal determination on the School's compliance with specified requirements. We noted one instance of noncompliance in the schedule of state findings (MO23-01).

In our opinion, management's assertion that The Leadership School complied with the aforementioned requirements included in the Schedule of Selected Statistics for the year ended June 30, 2023, is fairly stated, in all material respects.

Marr and Company, P.C.
Certified Public Accountants

Kansas City, Missouri
December 20, 2023

County District Number: 096-901

Draft

12/21/23

THE LEADERSHIP SCHOOL
SCHEDULE OF SELECTED STATISTICS
 For the Year Ended June 30, 2023

1. CALENDAR (SECTIONS 160.041, 171.029, 171.031, AND 171.033 RSMO)

Report each unique calendar the charter school has as defined by Sections 160.041, 171.029, 171.031, and 171.033, RSMo.

School Code	Begin Grade	End Grade	Half Day Indicator	Standard Day Length	Days	Hours in Session
6905	K	02	n/a	6.7500	167	1,113.3750

2. ATTENDANCE HOURS

Report the total attendance hours of PK-12 students allowed to be claimed for the calculation of Average Daily Attendance.

School Code	Grade Level	Full-Time Hours	Part-Time Hours	Remedial Hours	Other Hours	Summer School Hours	Total Hours
6905	K	19,630.3167	0.0000	0.0000	0.0000	0.0000	19,630.3167
6905	1	28,341.2999	0.0000	0.0000	0.0000	0.0000	28,341.2999
6905	2	33,551.1668	0.0000	0.0000	0.0000	0.0000	33,551.1668
	Grand Total	<u>81,522.7834</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>81,522.7834</u>

3. SEPTEMBER MEMBERSHIP

Report the FTE count of resident students in grades PK-12 taken the last Wednesday in September who are enrolled on the count day **and** in attendance at least 1 of the 10 previous school days, by grade at each attendance center. This count should only include PK students marked as being eligible to be claimed for state aid in the October MOSIS Student Core File.

School Code	Grade Level	Full-Time	Part-Time	Other	Total
6905	K	22.00	0.00	0.00	22.00
6905	1	30.00	0.00	0.00	30.00
6905	2	33.00	0.00	0.00	33.00
Grand Total		<u>85.00</u>	<u>0.00</u>	<u>0.00</u>	<u>85.00</u>

County District Number: 096-901

Draft

12/21/23

THE LEADERSHIP SCHOOL
SCHEDULE OF SELECTED STATISTICS
 For the Year Ended June 30, 2023

4. FREE AND REDUCED PRICED LUNCH FTE COUNT (SECTION 163.011(6), RSMO)

Report the FTE count taken the last Wednesday in January of resident students enrolled in grades K-12 and in attendance at least 1 of the 10 previous school days whose eligibility for free or reduced lunch is documented through the application process using federal eligibility guidelines or through the direct certification process. Desegregation students are considered residents of the charter in which the students are educated.

School Code	Free Lunch	Reduced Lunch	Deseg In Free	Deseg In Reduced	Total
6905	<u>84.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>84.00</u>

5. FINANCE

Answer the following questions with an appropriate response of true, false, or N/A unless otherwise noted.

Section	Question	Answer
5.1	The charter school maintained a calendar in accordance with 160.041, 171.029, 171.031, and 171.033, RSMo and all attendance hours were reported.	True
5.2	The charter school maintained complete and accurate attendance records allowing for the accurate calculation of Average Daily Attendance, which includes the reporting of calendar and attendance hours, for all students in accordance with all applicable state rules and regulations. Sampling of records included those students receiving instruction in the following categories:	True
	Academic Programs Off-Campus	N/A
	Career Exploration Program – Off Campus	N/A
	Cooperative Occupational Education (COE) or Supervised Occupational Experience Program	N/A
	Dual enrollment	N/A
	Homebound instruction	N/A
	Missouri Options	N/A
	Prekindergarten eligible to be claimed for state aid	N/A
	Remediation	N/A
	Sheltered Workshop participation	N/A
	Students participating in the school flex program	N/A
	Traditional instruction (full and part-time students)	True
	Virtual instruction (MOCAP or other option)	N/A
	Work Experience for Students with Disabilities	N/A

County District Number: 096-901

Draft

12/21/23

THE LEADERSHIP SCHOOL
SCHEDULE OF SELECTED STATISTICS
 For the Year Ended June 30, 2023

5. FINANCE (CONTINUED)

Section	Question	Answer
5.3	The charter school maintained complete and accurate attendance records allowing for the accurate calculation of September Membership for all students in accordance with all applicable state rules and regulations.	True
5.4	The charter school maintained complete and accurate attendance and other applicable records allowing for the accurate reporting of the State FTE count for Free and Reduced Lunch for all students in accordance with all applicable state rules and regulations.	True
5.5	As required by Section 162.401, RSMo, a bond was purchased for the district’s school treasurer or as required by Section 160.405, RSMo, a bond was purchased for the charter schools chief financial officer or an insurance policy issued by an insurance company that proves coverage in the event of employee theft in the total amount of:	\$0
5.6	The charter school’s deposits were secured during the year as required by Sections 110.010 and 110.020, RSMo, and the Missouri Financial Accounting Manual.	True
5.7	The district maintained a separate bank account for all Debt Service Fund monies in accordance with Section 108.180 and 165.011, RSMo. (<u>Not applicable to charter schools.</u>)	N/A
5.8	Salaries reported for educators in the October MOSIS Educator Core and Educator School files are supported by complete and accurate payroll and contract records.	True
5.9	If a \$162,326 or 7% x SAT x WADA transfer was made in excess of adjusted expenditures, the board approved a resolution to make the transfer, which identified the specific projects to be funded by the transfer and an expected expenditure date for the projects to be undertaken. (<u>Not applicable to charter schools.</u>)	N/A
5.10	The charter school published a summary of the prior year’s audit report within thirty days of the receipt of the audit pursuant to Section 165.121, RSMo.	N/A
5.11	The district has a professional development committee plan adopted by the board with the professional development committee plan identifying the expenditure of seventy-five percent (75%) of one percent (1%) of the current year basic formula apportionment. Remaining 25% of 1% if not spent must be restricted and spent on appropriate expenditures in the future. Spending requirement is modified to seventy-five percent (75%) of one half percent (1/2%) of the current year basic formula apportionment if through fiscal year 2024 the amount appropriated and expended to public schools for transportation is less than twenty-five percent (25%) of allowable cost. (<u>Not applicable to charter schools.</u>)	N/A
5.12	The amount spent for approved professional development committee plan activities was:	\$N/A

County District Number: 096-901

THE LEADERSHIP SCHOOL
SCHEDULE OF SELECTED STATISTICS
 For the Year Ended June 30, 2023

Draft
 12/21/23

5. FINANCE (CONTINUED)

5.13	The charter school has posted, at least quarterly, a searchable expenditure and revenue document or database detailing actual income, expenditures, and disbursement for the current calendar or fiscal year on the district or school website or other form of social media as required by Section 160.066, RSMo.	False
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Notes:	The School has insurance coverage for employee theft instead of a purchased surety bond (Section 5.5)
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All above “False” answers **must** be supported by a finding or management letter comment.

Finding:	MO23-01
Management Letter Comment:	None noted

County District Number: 096-901

Draft

12/21/23

THE LEADERSHIP SCHOOL
SCHEDULE OF SELECTED STATISTICS
 For the Year Ended June 30, 2023

6. TRANSPORTATION (SECTION 163.161, RSMO)

Answer the following questions with an appropriate response of true, false, or N/A unless otherwise noted.

Section	Question	Answer
6.1	The school transportation allowable costs substantially conform to 5 CSR 30-261.040, Allowable Costs for State Transportation Aid.	True
6.2	The charter school’s pupil transportation ridership records are maintained in a manner to accurately disclose in all material respects the average number of regular riders transported.	True
6.3	Based on the ridership records, the average number of students (non-disabled K-12, K-12 students with disabilities and career education) transported on a regular basis (ADT) was:	True
	Eligible ADT	<u>38.50</u>
	Ineligible ADT	<u>0.00</u>
6.4	The charter school’s transportation odometer mileage records are maintained in a manner to accurately disclose in all material respects the eligible and ineligible mileage for the year.	True
6.5	Actual odometer records show the total charter-operated and contracted mileage for the year was:	<u>29,051</u>
6.6	Of this total, the eligible non-disabled and students with disabilities route miles and the ineligible non-route and disapproved miles (combined) was:	True
	Eligible Miles	<u>29,016</u>
	Ineligible Miles (Non-Route/Disapproved)	<u>35</u>
6.7	Number of days the charter school operated the school transportation system during the regular school year:	<u>169</u>

All above “False” answers **must** be supported by a finding or management letter comment.

Finding:	None noted
Management Letter Comment:	None noted

Draft
12/21/23

THE LEADERSHIP SCHOOL
SCHEDULE OF STATE FINDINGS
For the Year Ended June 30, 2023

Current year

Finding MO23-01 – Finance: Public Financial Data

During our audit, we noted the School has not posted, at least quarterly, a searchable expenditure and revenue document or database detailing actual income, expenditures, and disbursement for the current calendar or fiscal year on the school website as required by Section 160.066, RSMo.

Auditee's Response:

We acknowledge the audit finding as stated above. The School began the process of uploading the financials to the school website quarterly during the fiscal year ending June 30, 2024.

December 20, 2023

Marr and Company, P.C.
1401 E. 104th Street, Suite 100
Kansas City, MO 64131

This representation letter is provided in connection with your audit of the financial statements of The Leadership School (the "School"), which comprise the statement of assets and net assets-cash basis as of June 30, 2023, and the related statements of support, receipts and disbursements-cash basis and functional expenses-cash basis for the year then ended, and the disclosures (collectively, the "financial statements"), for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with the cash basis of accounting.

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of December 20, 2023, the following representations made to you during your audit.

Financial Statements

- 1) We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated May 9, 2023, including our responsibility for the preparation and fair presentation of the financial statements in accordance with the cash basis of accounting.
- 2) The financial statements referred to above are fairly presented in conformity with the cash basis of accounting.
- 3) We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
- 4) We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.

- 5) The methods, significant assumptions, and data used in making accounting estimates and their related disclosures are appropriate to achieve recognition, measurement, or disclosure that is reasonable in accordance with the cash basis of accounting.
- 6) Related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with the cash basis of accounting.
- 7) All events subsequent to the date of the financial statements and for which cash basis of accounting requires adjustment or disclosure have been adjusted or disclosed.
- 8) The effects of all known actual or possible litigation, claims, and assessments have been accounted for and disclosed in accordance with cash basis of accounting.
- 9) Material concentrations have been appropriately disclosed in accordance with cash basis of accounting.
- 10) Guarantees, whether written or oral, under which the School is contingently liable, have been properly recorded or disclosed in accordance with cash basis of accounting.
- 11) Expenditures of federal awards were below the \$750,000 threshold in the years ended June 30, 2023 and 2022, and we were not required to have an audit in accordance with the Uniform Guidance.
- 12) As part of your audit, you assisted with preparation of the financial statements and disclosures. We acknowledge our responsibility as it relates to those nonaudit services, including that we assume all management responsibilities; oversee the services by designating an individual, preferably within senior management, who possesses suitable skill, knowledge, or experience; evaluate the adequacy and results of the services performed; and accept responsibility for the results of the services. We have reviewed, approved, and accepted responsibility for those financial statements and related notes.

Information Provided

- 13) We have provided you with:
 - a) Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records (including information obtained from outside of the general and subsidiary ledgers), documentation, and other matters.
 - b) Additional information that you have requested from us for the purpose of the audit.
 - c) Unrestricted access to persons within the School from whom you determined it necessary to obtain audit evidence.
 - d) Minutes of the meetings of the governing board or summaries of actions of recent meetings for which minutes have not yet been prepared.
- 14) All material transactions have been recorded in the accounting records and are reflected in the financial statements.
- 15) We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

- 16) We have no knowledge of any fraud or suspected fraud that affects the School and involves:
 - a) Management,
 - b) Employees who have significant roles in internal control, or
 - c) Others where the fraud could have a material effect on the financial statements.
- 17) We have no knowledge of any allegations of fraud or suspected fraud affecting the School's financial statements communicated by employees, former employees, grantors, regulators, or others.
- 18) We have no knowledge of any instances of noncompliance or suspected noncompliance with provisions of laws, regulations, contracts, or grant agreements, or waste or abuse whose effects should be considered when preparing financial statements.
- 19) We have identified and disclosed to you all instances, of identified and suspected fraud and noncompliance with provisions of laws, regulations, contracts, and grant agreements that we believe have a material effect on the financial statements.
- 20) We have disclosed to you all known actual or possible litigation, claims, and assessment whose effects should be considered when preparing the financial statements.
- 21) We have disclosed to you the identity of the School's related parties and all the related-party relationships and transactions, including any side agreements.
- 22) The School has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
- 23) We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us.
- 24) We have a process to track the status of audit findings and recommendations.
- 25) The School is an exempt organization under Section 501(c)(3) of the Internal Revenue Code. Any activities of which we are aware that would jeopardize the School's tax-exempt status, and all activities subject to tax on unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up-to-date.
- 26) We acknowledge our responsibility for presenting the supplementary information in accordance with cash basis accounting, and we believe the supplementary information, including its form and content, is fairly presented in accordance with cash basis of accounting. The methods of measurement and presentation of the supplementary information have not changed from those used in the prior period, and we have disclosed to you any significant assumptions or interpretations underlying the measurement and presentation of the supplementary information.

Signed: _____

Title: _____

December 20, 2023

Marr and Company, P.C.
1401 E. 104th Street, Suite 100
Kansas City, MO 64131

In connection with your examination of the management's assertions that The Leadership School (the "School") complied with the requirements of Missouri laws and regulations regarding attendance and pupil transportation records, and other statutory requirements as listed in the Schedule of Selected Statistics for the year ended June 30, 2023, for the purpose of expressing an opinion about whether management's assertions that the School complied with the aforementioned requirements included in the Schedule of Selected Statistics are fairly stated, in all material respects, we confirm, to the best of our knowledge and belief, the following representations made to you during the course of your examination.

1. For the year ended June 30, 2023, the School compliance with the requirements of Missouri laws and regulations regarding attendance and pupil transportation records, and other statutory requirements as listed in the Schedule of Selected Statistics is present in accordance with the requirements by the Missouri Department of Elementary and Secondary Education.
2. All relevant matters are reflected in the evaluation of management's assertions that the School complied with the requirements of Missouri laws and regulations included in the Schedule of Selected Statistics.
3. We have disclosed to you all known matters that may contradict the management's assertions that the School complied with requirements included in the Schedule of Selected Statistics, and we have disclosed to you all communications from regulatory agencies received through the date of your report affecting management's assertions.
4. We are responsible for the School's compliance with applicable Missouri laws and regulations and for our assertion that it is presented in accordance with the requirements by the Missouri Department of Elementary and Secondary Education.
5. We are responsible for selecting the criteria and for determining that the criteria are appropriate for our purposes.

6. We have disclosed to you all events subsequent to June 30, 2023 that would have a material effect on management's assertions that the School complied with requirements included in the Schedule of Selected Statistics.
7. We have provided you with all relevant information and access to information and personnel in connection with your examination of the School's compliance with applicable Missouri laws and regulations as listed in the Schedule of Selected Statistics.
8. We have disclosed to you all deficiencies in internal control relevant to the engagement of which we are aware.
9. We have disclosed to you, knowledge of any actual, suspected, or alleged fraud or noncompliance with laws or regulations affecting School's compliance with applicable Missouri laws and regulations.

Signature

Title