

# Tiger Academy

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**Special Purpose Financial Statements**

**Year Ended June 30, 2020**

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## **Independent Auditors' Report**

Board of Directors  
Tiger Academy  
Jacksonville, Florida

### ***Report on the Special Purpose Financial Statements***

We have audited the accompanying special purpose financial statements of the Tiger Academy, a public charter school (the "Academy") owned and operated by the Young Men's Christian Association of Florida's First Coast Inc. (the "Association"), a Florida not for profit organization, which comprise the statement of financial position as of June 30, 2020 and the related statement of activities and cash flows for the year then ended and the related notes to the special purpose financial statements.

### ***Management's Responsibility for the Financial Statements***

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

### ***Auditors' Responsibility***

Our responsibility is to express an opinion on these special purpose financial statements based on our audits. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether these special purpose financial statements are free from material misstatement. We also conducted our audit in accordance with the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and Chapter 10.850, *Rules of the Auditor General of the State of Florida*.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### ***Opinion***

In our opinion, the special purpose financial statements referred to above present fairly, in all material respects, the financial position of the Academy as of June 30, 2020, the changes in its net assets and its



cash flow for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

***Emphasis of Matter***

As explained in Note 2 to the special purpose financial statements, the financial statements being presented are only for the Academy. The financials statement, disclosure, and account classifications are presented pursuant to the accounting regulation promulgated by Chapter 10.850, *Rules of the Auditor General of the State of Florida*. The special purpose financial statements do not include the statements of position, activities and cash flows of the Association. Accordingly, the accompanying special purpose financial statements are not intended to present the financial position of the Association as of June 30, 2020, or its results of operations and cash flows for the fiscal year the ended in conformity with accounting principles generally accepted in the United States of America.

***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated September 17, 2020, on our consideration of the Academy's internal controls over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Audit Standards* in considering the Academy's internal control over financial reporting and compliance.

*Dixon Hughes Goodman LLP*

**Jacksonville, Florida  
September 17, 2020**

**Tiger Academy**  
**Statement of Financial Position**  
**June 30, 2020**

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**ASSETS**

Cash and cash equivalents	\$	115,237
Accounts receivable		170,143
Other assets		15,883
Equipment (net of accumulated depreciation of \$67,032)		<u>-</u>
Total assets	\$	<u><u>301,263</u></u>

**LIABILITIES AND NET ASSETS**

Accounts payable and accrued expenses	\$	43,433
Related party payable		<u>257,830</u>
		<u>301,263</u>
Commitments and contingencies (Notes 5 and 6)		
Net assets		<u>-</u>
Total liabilities and net assets	\$	<u><u>301,263</u></u>

**Tiger Academy**  
**Statement of Activities**  
**Year Ended June 30, 2020**

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Support and revenues:	
Federal grants and contracts pass through state	\$ 300,149
State grants and contracts	2,494,944
Contributions	<u>763,015</u>
Total support and revenues	<u>3,558,108</u>
Expenses:	
Instruction - K-5	1,762,727
Instruction - VPK	222,219
Instructional support and media services	141,091
Community services	80,089
Parental involvement	3,137
School administration	458,675
Food services	163,735
Fiscal and central services	157,352
Operation of plant	<u>569,083</u>
Total expenses	<u>3,558,108</u>
Change in net assets	-
Net assets, July 1, 2019	<u>-</u>
Net assets, June 30, 2020	<u><u>\$ -</u></u>

**Tiger Academy**  
**Statement of Cash Flows**  
**June 30, 2020**

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Cash flows from operating activities:	
Change in net assets	\$ -
Depreciation	470
Adjustments to reconcile change in net assets to net cash used by operating activities:	
Accounts receivable	(15,660)
Accounts payable and accrued expenses	17,872
Other assets	<u>(5,845)</u>
Net cash used by operating activities	<u>(3,163)</u>
Cash flows from investing activities:	
Proceeds from transfer of property and equipment to lessor	<u>43,076</u>
Net cash from investing activities	<u>43,076</u>
Net increase in cash	39,913
Cash and cash equivalents, July 1, 2019	<u>75,324</u>
Cash and cash equivalents, June 30, 2020	<u>\$ 115,237</u>

## Notes to Financial Statements

### 1. Nature of Activities

On October 7, 2008, the Duval County School Board approved the application submitted by the Board of Directors of The Young Men’s Christian Association of Florida’s First Coast, Inc. (the “Association”), for the Tiger Academy (the “Academy”). The Association is a cause-driven not-for-profit organization focused on strengthening the foundations of community through three areas of focus: Youth Development, Healthy Living and Social Responsibility. The Association develops youth and teens through programs that help them realize their full potential, improves the health of individuals by providing them with programs and services that make them feel empowered and creates an environment where everyone, regardless of income, age or background, feels a sense of belonging and has the opportunity to thrive. The Academy was organized to maintain and operate programs with rigorous academic standards, character development, personal and social responsibility and strong family involvement, while providing each child with a structured and nurturing learning environment.

The Academy operates under a charter of the sponsoring school district, the Duval County School Board (the “School Board”). The Academy’s current charter is effective through June 30, 2024. The charter may be renewed as set forth in the charter, by mutual written agreement between the Academy and the School Board. At the end of the term of the charter, the School Board may choose not to renew the charter under grounds specified in the charter in which case the School Board is required to notify the Academy in writing at least 90 days prior to the charter’s termination. Pursuant to Section 1002.33(8)(d), Florida Statutes, the charter school contract provides that in the event the Academy is dissolved or terminated, any unencumbered funds and all school property purchased with public funds automatically revert to the School Board, or the School Board may agree to allow the Academy to purchase the property at fair market value. During the term of the charter, the School Board may also terminate the charter if good cause is shown.

#### *Enrollment and grade configuration*

<u>School name and address</u>	<u>Grades</u>	<u>School Enrollment</u>	<u>Principal</u>
Tiger Academy 6079 Bagley Road Jacksonville, Florida 32209	Pre-Kindergarten	37	Charles McWhite
	Kindergarten	38	
	1 <sup>st</sup>	40	
	2 <sup>nd</sup>	39	
	3 <sup>rd</sup>	42	
	4 <sup>th</sup>	36	
	5 <sup>th</sup>	41	



**Tiger Academy**  
**Notes to Financial Statements**

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***Board of Directors***

The Board of Directors of the Academy consists of the following members:

Edward L. Baker, II	Chairman
John D. Baker, II	Member & Finance Committee Chair
Thompson S. Baker, II	Member
Shelly Boynton	Member & Governance Committee Chair
Peggy Bryan	Member
Lawrence Dennis	Member
Rudy Jamison, Jr.	Member
John Lock	Member
Eric K. Mann	Member
Josh Martino	Member & Fundraising Committee Chair
Ken Toning, Jr.	Member
Eric Green	Member
Leah Zalupski	Member
Marcy Stoudt	Member
Cleve Warren	Member & Curriculum Chair

**2. Summary of Significant Accounting Policies**

This summary of significant accounting policies of the Academy is presented to assist in understanding the special purpose financial statements. The special purpose financial statements and accompanying notes are representations of the Academy's management.

***Use of estimates***

The preparation of the special purpose financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

***Financial statement presentation***

The financial statements are presented in accordance with regulations promulgated by Chapter 10.850, *Rules of the Auditor General of the State of Florida*, and only included the Academy. Accordingly, the special purpose financial statements are not intended to present the financial position of The Young Men's Christian Association of Florida's First Coast, Inc. as of June 30, 2020, or its results of operations and cash flows for the fiscal year then ended in conformity with accounting principles generally accepted in the United States of America.

Net assets and revenue, gains, expenses and losses are required to be classified as without or with donor restrictions based upon the following criteria:

Net assets without donor restrictions represent expendable funds available for operations, which are not otherwise limited by donor restrictions. At June 30, 2020, there were no net assets without donor restrictions.

Net assets with donor restrictions consist of contributed funds subject to specific donor-imposed restrictions contingent upon specific performance of a future event or a specific passage of time before the Academy may spend the funds. At June 30, 2020, there were no net assets with donor restrictions.

**Tiger Academy**  
**Notes to Financial Statements**

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***Accounts receivable***

The Academy determines the allowance on its accounts receivable based on historical experience and a review of specific accounts. The Academy charges off delinquent accounts when it exhausts its normal collection procedures and it is probable that collection is unlikely. The allowance for doubtful accounts was zero at June 30, 2020. No interest is charged on accounts receivable that are past due.

***Contributions***

Contributions received are recorded as net assets without restrictions or net assets with restrictions depending on the existence and/or nature of any donor restriction. When a donor restriction expires, net assets with restrictions are reclassified to net assets without restrictions and are reported in the statement of activities as net assets released from restriction. Support that is restricted by the donor is reported as an increase in unrestricted net assets if the restriction expires in the reporting period in which the support is recognized.

***Equipment***

Equipment is recorded at historical cost. Donations of equipment are recorded as contributions at their estimated fair market value. Maintenance and repairs are charged to expense as incurred.

The Academy's current policy is to capitalize all assets acquired in excess of \$5,000 and having an estimated useful life of greater than five years. Depreciation expense is computed using the straight-line method over the estimated useful lives of the assets ranging from five to ten years.

The Academy reviews the carrying value of long-lived assets for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability of long-lived assets is measured by comparing the carrying amount of the asset group to the undiscounted cash flows that the asset or asset group is expected to generate. If the undiscounted cash flows of such assets are less than the carrying amount, the impairment to be recognized is measured by the amount by which the carrying amount, if any, exceeds its fair value. No impairments were deemed to exist at June 30, 2020.

***Income taxes***

Not-for-profit corporations as described in Section 501(c)(3) of the Internal Revenue Code are exempt from federal and state income taxes on related income pursuant to section 501(a) of the Internal Revenue Code and Chapter 220.13 of the Florida Statutes, respectively.

The Association, which includes the activity of the Academy, files an informational return for its fiscal year end of September 30 of each year. As required by taxing authorities the Association filed its last information return for its fiscal year ending September 30, 2019. The Association evaluates its tax positions for any uncertainties based on the technical merits of the position taken in accordance with authoritative guidance. The Association recognizes the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be upheld on examination by taxing authorities. The Association has analyzed the tax positions taken and has concluded that as of June 30, 2020, there were no uncertain tax positions taken, or expected to be taken, that would require recognition of a liability or asset or disclosure in the special purpose financial statements.

Management is required to analyze all open tax years, as defined by the Statute of Limitations, for all major jurisdictions, including federal and certain state taxing authorities. At September 30, 2019, the fiscal year end of the last required filing, with few exceptions, the Association is no longer subject to U.S. federal, state and local, or non-U.S. income tax examinations by taxing authorities for years before 2015. As of and for the year ended September 30, 2019, the Association did not have a liability or asset for any unrecognized taxes. The Association has no examinations in progress and is not aware of any tax positions for which it is reasonably possible that the total amounts of unrecognized tax liabilities or assets will significantly change in the next twelve months.

***Contribution of services***

A substantial number of volunteers have donated significant amounts of their time to the Academy. No amounts have been reflected in the special purpose financial statements for contributed services since the contribution of services did not create or enhance non-financial assets or require specialized skills. When professional services are donated, in-kind values are recorded as contributions.

***Revenue sources***

Revenues are received primarily from the State of Florida from the School Board pursuant to the funding provisions included in the Academy's charter. In accordance with funding provisions of the charter and Section 1002.33(17), Florida Statutes, the Academy reports the number of full-time equivalent ("FTE") students and related data to the School Board. Under provisions of Section 1011.62, Florida Statutes, the School Board reports the number of FTE students and the related data to the Florida Department of Education ("FDOE") for funding through the Florida Education Finance Program ("FEFP"). Funding for the Academy is adjusted monthly during the same fiscal year to reflect the revised calculations by the FDOE under the FEFP and actual FTE students reported by the Academy during the designated full-time equivalent student survey periods.

***Adoption of new accounting standard***

In May 2014, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") No. 2014-09, *Revenue from Contracts with Customers (Topic 606)*. The ASU and all subsequently issued clarifying ASUs replaced most existing revenue recognition guidance in U.S. GAAP. The ASU also required expanded disclosures relating to the nature, amount, timing, and uncertainty of revenue and cash flows arising from contracts with customers. The Academy adopted the new standard effective July 1, 2019, the first day of the Academy's fiscal year, using the modified retrospective method.

As part of the adoption of the ASU, the Academy elected to use the following transition practical expedients: (i) completed contracts that begin and end in the same annual reporting period have not been restated; (ii) the Academy used the known transaction price for completed contracts; (iii) to exclude disclosures of transaction prices allocated to remaining performance obligations when the Academy expects to recognize such revenue for all periods prior to the date of initial application of the ASU; and (iv) the Academy has reflected the aggregate of all contract modifications that occurred prior to the date of initial application when identifying the satisfied and unsatisfied performance obligations, determining the transaction price, and allocating the transaction price.

The Academy's revenue is recognized at a point in time based on the transfer of control. Revenue consists of performance obligations satisfied within one year or less. In addition, the Academy's contracts do not contain variable consideration and contract modifications are generally minimal. For these reasons, there is not a significant impact as a result of electing these transition practical expedients.

The adoption of this ASU did not have any impact on the Academy's financial statements. The Academy's revenue arrangements generally consist of a single performance obligation to transfer promised goods or services. Based on the Academy's evaluation process and review of its contracts with customers, the timing and amount of revenue recognized previously is consistent with how revenue is recognized under the new standard. No changes were required to previously reported revenues as a result of the adoption.

In June 2018, FASB issued ASU 2018-08, *Not-for-Profit Entities (Topic 958): Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*. The amendments in this ASU assist entities in (1) evaluating whether transactions should be accounted for as contributions (nonreciprocal transactions) within the scope of Topic 958, or as exchange (reciprocal) transactions subject to other guidance and (2) determining whether a contribution is conditional. The Academy adopted the new standard effective July 1, 2019, the first day of the Academy's fiscal year, using the modified retrospective approach. No changes were required to previously reported revenues as a result of the adoption.

***Accounting pronouncements issued but not yet adopted***

Leases

The FASB issued ASU 2016-02 - *Leases* (Topic 842), which requires lessees to recognize assets and liabilities on the statement of financial position for almost every lease and to disclose qualitative and quantitative information about lease transactions, such as information about variable lease payments and options to renew and terminate leases. The Academy is evaluating the effect this amendment will have on its financial statements. The effective date of the amendment for the Academy is for annual reporting periods beginning after December 15, 2021.

***Subsequent events***

The Academy has evaluated the effect subsequent events would have on the financial statements through September 17, 2020, which is the date the financial statements were available to be issued.

Subsequent to the statement of financial position date and through the date of this report, the World Health Organization's declaration of the outbreak of COVID-19, a novel strain of Coronavirus, as a pandemic continued. The coronavirus outbreak is affecting operations and revenues across a range of organizations. The extent of the impact of the outbreak on the Academy's operational and financial performance will depend on certain developments, including the duration and spread of the outbreak, the impact on the Academy's funding sources, employees and vendors, and governmental, regulatory and private sector responses. The financial statements do not reflect any adjustments as a result of this economic uncertainty.

***Fair value measurements***

The framework for measuring fair value provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy as described as follows:

*Level 1: Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Academy has the ability to access.*

*Level 2: Inputs to the valuation methodology include: quoted prices for similar assets or liabilities in the active markets; quoted prices for identical or similar assets or liabilities in inactive markets, inputs other than quoted prices that are observable for the asset or liability; inputs that are derived principally from or corroborated by observable market data by correlation or other means. If that asset or liability has a specified (contractual) term, the Level 2 inputs must be observable for substantially the full term of the asset or liability.*

*Level 3: Inputs to the valuation methodology are unobservable and significant to the fair value measurement.*

As of June 30, 2020, the fair value of the Academy's financial instruments including cash, accounts receivable, accounts payable, and accrued expenses, approximated book value due to the short maturity of these instruments.

As of June 30, 2020, the Academy does not have assets or liabilities required to be measured at fair value in accordance with Financial Accounting Standards Board ("FASB") Accounting Standards Codification ("ASC") Topic 820, *Fair Value Measurements*.

### **3. Availability of Financial Assets**

The following reflects the Academy's financial assets as of the statement of financial position date reduced by amounts not available for general use because of donor imposed restrictions within one year of the statement of financial position date, as required by the Academy's application of ASU 2016-14 in 2020.

Financial assets, at June 30, 2020:	
Cash and cash equivalents	\$ 115,237
Accounts receivable	<u>170,143</u>
Financial assets available to meet cash needs for general expenditures within one year	<u>\$ 285,380</u>

The Academy is substantially supported by federal, state, and local governmental agencies. Reimbursements are governed by the terms of Academy's Charter School Contract with the School Board of Duval County, Florida, which was extended in 2019 through 2024.

As part of the Academy's liquidity management, it has a policy to structure its financial assets to be available as general expenditures, liabilities, and other obligations come due. The Academy also has certain flexibility and discretion to manage its costs based on the annual funding levels and financial assets available. In addition to the funding received from governmental sources, the Association has consistently funded any monthly operating deficits that are incurred by the Academy.

### **4. Support and Revenues**

As described in Note 2, the School Board provides operating funds from the FEFP, on a monthly basis based on FTE students. Remaining support and revenue sources are generated by operations of the Academy from other contributions and grants.

**Tiger Academy**  
**Notes to Financial Statements**

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The following amounts are included in total support and revenues in the statement of activities:

**Year Ended June 30, 2020**

Pass thru funding from Duval County Public Schools:

Florida Education Finance Program (FEFP)	\$ 1,651,816
Capital Outlay Fund	142,810
Title 1 – Elementary and Secondary Education Act (ESEA)	81,273
Title 1 – Program Improvement Plan	3,137
Title 1 – District Allocation	3,612
Title 1 – UNISIG Teacher Support	22,500
Title 1 – UNISIG Grant	107,697
Title 1 – Part A Grant	5,021
Department of Education	500,000
Educational Security	<u>4,218</u>
	<u>2,522,084</u>

Other federal and state funding:

National School Lunch Program (NSLP)	206,788
Voluntary Pre-Kindergarten (VPK)	82,650
School Readiness	<u>5,732</u>
	<u>295,170</u>

Contributions from the Association 452,531

Contributions and other support from third parties 288,323

Total support and revenues \$ 3,558,108

**5. Retirement Plan**

The Academy participates in the YMCA Retirement Fund Retirement Plan (“Retirement Plan”) which is a defined contribution, money purchase church plan that is intended to satisfy the qualification requirements of Section 401(a) of the Internal Revenue Code of 1986 (the “Code”), as amended and the YMCA Retirement Fund Tax-Deferred Savings Plan (“Tax Savings Plan”) which is a retirement income account plan as defined in section 403(b)(9) of the Code. Both Plans are sponsored by The Young Men’s Christian Association Retirement Fund (“Fund”). The Fund is a not- for-profit, tax exempt pension fund incorporated in the State of New York (1922) organized and operated for the purpose of providing retirement and other benefits for employees of YMCAs through-out the United States. The plans are operated as church pension plans. Participation is available to all duly organized and reorganized YMCAs and their eligible employees. As defined contribution plans, the Retirement Plan and Tax Savings Plan have no unfunded benefit obligations.

In accordance with the Retirement Plan and Tax Savings Plan, plan documents, contributions to the Retirement Plan are a percentage of the participating employees’ salary. Total contributions charged to Academy retirement costs for the year ended June 30, 2020 were \$96,522.

## **6. Dependency on Government Support**

The Academy receives a substantial amount of support from federal, state, and local governmental agencies. A reduction in the level of future support from the federal, state, or local governmental agencies could have a significant impact on the Academy's ability to carry out its programs and activities.

## **7. Related Party Transactions**

### ***Operating lease***

The Academy operates in a facility owned by Strong Communities Realty Corporation ("Realty"). Certain officers of the Association serve as directors of Realty, and the Association appoints all officers and directors of Realty. The Academy leases the facility from Realty under a lease agreement for a period of 20 years beginning July 1, 2009, with the option to renew for two consecutive five-year periods. The Academy intends to continue the lease for the additional renewal periods, and therefore those amounts are included in the maturity schedule below. Monthly payments under the lease agreement are \$16,752. In 2019, the Academy made payments on the lease of \$142,810. The remaining amount of the lease payments that would be due for the year ended June 30, 2020 was \$58,214. This \$58,214 was forgiven by Realty and is recorded in the statement of activities as contributions and other support from third parties.

Future minimum lease payments under the non-cancelable leases with initial or remaining lease terms in excess of one year as of June 30 are as follows:

2021	\$	201,024
2022		201,024
2023		201,024
2024		201,024
2025		201,024
Thereafter		<u>2,814,336</u>
Total minimum lease payments	\$	<u>3,819,456</u>

### ***Service from Association***

The Association provided accounting and human resource services to the Academy during 2020, charged at \$75,000 for the year ended June 30, 2020. This amount is included in fiscal and central services expense on the Academy's statement of activities.

### ***Accounts payable***

The Academy's accounts payable to the Association were \$257,830 at June 30, 2020.

## **8. Concentrations**

Accounts receivable from two funding sources were 78% and 12%, of total accounts receivable at June 30, 2020. Revenue from one funding source (FEFP) was 46% of total support and revenues for the year ended June 30, 2020. Support from the Association represented 13% of total support and revenue for the year ended June 30, 2020.

## **Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards***

Board of Directors  
Tiger Academy  
Jacksonville, Florida

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 Tiger Academy (the "Academy"), which comprise the statement of financial position as of June 30, 2020, and the related statements of activities, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated September 17, 2020.

### ***Internal Control over Financial Reporting***

In planning and performing our audit of the financial statements, we considered the Academy's internal control over financial reporting (internal control) to determine the 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 the Academy's internal control. Accordingly, we do not express an opinion on the effectiveness of the Academy'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 may exist that have not been identified.

### ***Compliance and Other Matters***

As part of obtaining reasonable assurance about whether the Academy'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 determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance 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 organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Dixon Hughes Goodman LLP*

**Jacksonville, Florida  
September 17, 2020**

**SECTION I - SUMMARY OF AUDITORS' RESULTS**

***Financial Statements***

Type of auditors' report issued on whether the financial statements audited were prepared in accordance with accounting principles generally accepted in the United States of America:

Unmodified

Internal control over financial reporting:

- Material weakness (es) identified?                    \_\_\_ yes                     X  no
- Significant deficiency (ies) identified?                    \_\_\_ yes                     X  none reported

Noncompliance material to financial statements noted?                    \_\_\_ yes                     X  no

**SECTION II – FINANCIAL STATEMENT FINDINGS**

***Current year findings***

- None

***Prior year findings***

- None

## Management Letter

Board of Directors  
Tiger Academy  
Jacksonville, Florida

### ***Report on the Financial Statements***

We have audited the accompanying financial statements of Tiger Academy (the “Academy”) as of and for the year ended June 30, 2020, and have issued our report thereon dated September 17, 2020.

### ***Auditors’ Responsibility***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and Chapter 10.850, *Rules of the Auditor General of the State of Florida*.

### ***Other Reports and Schedules***

We have issued our Independent Auditors’ Report on Internal Control over Financial Reporting and Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards* and Schedule of Findings. Disclosures in that report and schedule, which are dated September 17, 2020 should be considered in conjunction with this management letter.

### ***Prior Audit Findings***

Section 10.854(1)(e)1., *Rules of the Auditor General of the State of Florida*, requires that we determine whether or not corrective actions have been taken to address findings and recommendations made in the preceding annual financial audit report. No findings or recommendations were made in the preceding audit report.

### ***Official Title***

Section 10.854(1)(e)5., *Rules of the Auditor General of the State of Florida*, requires the name or official title of the entity and the school code. The official title of the entity is Tiger Academy and the school code is 1211.

### ***Financial Condition and Management***

Sections 10.854(1)(e)2. and 10.855(11), *Rules of the Auditor General of the State of Florida*, require us to apply appropriate procedures and communicate whether or not the Tiger Academy has met one or more of the conditions described in Section 218.503(1), Florida Statutes, and to identify the specific condition(s) met. In connection with our audit, we determined that the Tiger Academy did not meet any of the conditions described in Section 218.503(1), Florida Statutes.

Pursuant to Sections 10.854(1)(e)6.a. and 10.855(12), *Rules of the Auditor General of the State of Florida*, we applied financial condition assessment procedures for the Tiger Academy. It is management’s responsibility to monitor the Tiger Academy’s financial condition, and our financial condition assessment was based in part on representations made by management and review of financial information provided by same.

Section 10.854(1)(e)3., *Rules of the Auditor General of the State of Florida*, requires that we communicate any recommendations to improve financial management. In connection with our audit, we did not have any such recommendations.

***Transparency***

Sections 10.854(1)(e)7. and 10.855(13), *Rules of the Auditor General of the State of Florida*, require us to apply appropriate procedures and communicate the results of our determination as to whether the Tiger Academy maintains on its Web site the information specified in Section 1002.33(9)(p), Florida Statutes. In connection with our audit, we determined that the Tiger Academy maintained on its Web site the information specified in Section 1002.33(9)(p), Florida Statutes.

***Additional Matters***

Section 10.854(1)(e)4., *Rules of the Auditor General of the State of Florida*, requires us to communicate noncompliance with provisions of contracts or grant agreements, or abuse, that have occurred, or are likely to have occurred, that have an effect on the financial statements that is less than material but warrants the attention of those charged with governance. In connection with our audit, we did not note any such findings.

***Purpose of this Letter***

Our management letter is intended solely for the information and use of the Legislative Auditing Committee, members of the Florida Senate and the Florida House of Representatives, the Florida Auditor General, the Duval County School Board, Federal and other granting agencies, the Board of Directors, applicable management and is not intended to be and should not be used by anyone other than these specified parties.

*Dixon Hughes Goodman LLP*

**Jacksonville, Florida  
September 17, 2020**