

**NEW ROAD TO LEARNING, INC. D/B/A JACQUELINE  
HARRIS PREPARATORY ACADEMY**

**(A COMPONENT UNIT OF THE SCHOOL BOARD OF  
ESCAMBIA COUNTY, FLORIDA)**

**FINANCIAL STATEMENTS**

**JUNE 30, 2023**

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
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**JUNE 30, 2023**

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## INDEPENDENT AUDITORS' REPORT

To the Board of Directors,  
New Road to Learning, Inc. d/b/a  
Jacqueline Harris Preparatory Academy:

### **Report on the Audit of the Financial Statements**

#### ***Opinions***

We have audited the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of New Road to Learning, Inc. D/B/A Jacqueline Harris Preparatory Academy (the "School"), as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise New Road to Learning, Inc. D/B/A Jacqueline Harris Preparatory Academy's basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information of New Road to Learning, Inc. D/B/A Jacqueline Harris Preparatory Academy, as of June 30, 2023, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinions***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) 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 New Road to Learning, Inc. D/B/A Jacqueline Harris Preparatory Academy 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.

#### ***Responsibilities of Management for the Financial Statements***

New Road to Learning, Inc. D/B/A Jacqueline Harris Preparatory Academy's management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about New Road to Learning, Inc. D/B/A Jacqueline Harris Preparatory Academy's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

### ***Auditors' Responsibilities 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 auditors' report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS 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 GAAS, 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 New Road to Learning, Inc. D/B/A Jacqueline Harris Preparatory Academy'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 New Road to Learning, Inc. D/B/A Jacqueline Harris Preparatory Academy's ability to continue as a going concern for a reasonable period of time.

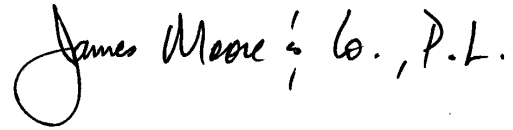
We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and other required supplementary information as listed in the table of contents be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

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

In accordance with *Government Auditing Standards*, we have also issued our report dated August 31, 2023 on our consideration of New Road to Learning, Inc. D/B/A Jacqueline Harris Preparatory Academy'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 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 New Road to Learning, Inc. D/B/A Jacqueline Harris Preparatory Academy's internal control over financial reporting and compliance.

A handwritten signature in black ink that reads "James Moore & Co., P.L.". The signature is written in a cursive style with a large, looped initial "J".

Tallahassee, Florida  
August 31, 2023

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS**  
**JUNE 30, 2023**

As management of New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory Academy, we offer readers of the School's financial statements this narrative overview and analysis of the financial activities of the School for the fiscal year ended June 30, 2023 to (a) assist the reader in focusing on significant financial issues, (b) provide an overview and analysis of the School's financial activities, (c) identify changes in the School's financial position, and (d) highlight significant issues in individual funds.

Because the information contained in the Management's Discussion and Analysis (MD&A) is intended to highlight significant transactions, events and conditions, it should be considered in conjunction with the Basic Financial Statements.

**Overview of the Financial Statements**

This discussion and analysis is intended to serve as an introduction to the School's basic financial statements. The School's basic financial statements are comprised of three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

**Government-wide financial statements.** The *government-wide financial statements* are designed to provide readers with a broad overview of New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory Academy's finances, in a manner similar to a private-sector business.

The statement of net position presents information on all of the School's assets and liabilities, with the difference between the two reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the School is improving or deteriorating.

The statement of activities presents information showing how the School's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will result in cash flows in future fiscal periods.

Both of the government-wide financial statements distinguish functions of the School that are principally supported by the Escambia County District School Board (the District), state, and federal funding (governmental activities). The governmental activities of the School include instruction and basic (FEFP K-12), instruction and curriculum development, instructional staff training, general support services, board, general administration, school administration, fiscal services, food services, pupil transportation services, operation of plant, maintenance of plant, and principal and interest on long-term debt.

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**MANAGEMENT’S DISCUSSION AND ANALYSIS**  
**JUNE 30, 2023**

The government-wide financial statements can be found on pages 9 – 10 of the Basic Financial Statements.

***Fund financial statements*** - A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The School, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the operations of the School are presented in governmental funds only.

***Governmental funds*** - Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government’s near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government’s near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The School maintains four individual governmental funds. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balances for the general fund and capital projects fund, CARES fund, and Title I&II fund, of which general fund and capital projects fund are considered to be major funds.

The basic governmental fund financial statements can be found on pages 11 – 13 of the Basic Financial Statements.

***Notes to the financial statements*** - The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on pages 14 – 23 of the Basic Financial Statements.

**GOVERNMENT-WIDE FINANCIAL ANALYSIS**

***Condensed financial information*** - As noted earlier, net position may serve over time as a useful indicator of a government’s financial position.

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS**  
**JUNE 30, 2023**

**Statements of Net Position**

	<b>2023</b>	<b>2022</b>
Current and other assets	\$ 418,823	\$ 586,327
Due from primary government	140,325	-
Accounts receivable	161,056	-
Prepaid	13,180	1,057
Capital assets, not being depreciated	530,871	530,871
Capital assets, being depreciated, net	2,417,921	2,284,686
Right-to-use lease asset, being amortized, net	42,104	57,415
Total assets	3,724,280	3,460,356
Other liabilities	83,318	44,205
Due to district	128,334	128,334
Noncurrent liability:		
Due within one year	121,171	226,223
Due in more than one year	2,382,497	2,516,630
Total liabilities	2,715,320	2,915,392
Net position:		
Net investment in capital assets	531,418	213,242
Unrestricted	477,542	331,722
Total net position	\$ 1,008,960	\$ 544,964

**Governmental activities.** During the current fiscal year, net position for governmental activities increased \$463,996 from the prior fiscal year for an ending net position of \$1,008,960. The increase in net position in the current year is primarily due to an increase in FEFP and ESSER funding.



**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS**  
**JUNE 30, 2023**

**Statements of Activities**

	<u>2023</u>	<u>2022</u>
Revenues:		
Program revenues:		
Operating grants and contributions	\$ 614,410	\$ 217,521
Capital grants and contributions	136,637	136,999
General revenues:		
Grants and contributions not restricted to specific purposes	1,615,551	1,528,662
Other	<u>171,422</u>	<u>14,291</u>
Total revenues	<u>2,538,020</u>	<u>1,897,473</u>
Program expenses:		
Instruction and Basic	968,722	857,103
School administration	247,800	230,830
Fiscal services	63,000	60,500
Pupil transportation services	220,705	186,847
Operation of plant	134,128	214,280
Maintenance of plant	245,373	121,152
Central services	78,111	76,402
Interest	116,185	133,403
Other	<u>-</u>	<u>171,172</u>
Total expenses	<u>2,074,024</u>	<u>2,051,689</u>
Increase (decrease) in net position	463,996	(154,216)
<b>Net position</b> , beginning of year	<u>544,964</u>	<u>699,180</u>
<b>Net position</b> , end of year	<u>\$ 1,008,960</u>	<u>\$ 544,964</u>

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS**  
**JUNE 30, 2023**

**FINANCIAL ANALYSIS OF THE GOVERNMENT'S FUNDS**

As noted earlier, the School uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

*Governmental funds* - The focus of the School's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the School's financing requirements. In particular, unreserved fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of June 30, 2023, the School's governmental funds reported combined ending fund balance of \$521,732.

**GENERAL FUND BUDGETARY HIGHLIGHTS**

Revenues in the General Fund increased due to an increase in the base student allocation relating to FTE funding for FY2023

**CAPITAL ASSETS AND DEBT ADMINISTRATION**

*Capital assets and debt* – Information on the School's debt can be found in Note 7 on page 21 of this report. Additional information on the School's capital assets can be found in Note 4 on page 20 of this report.

The School's investment in capital assets for its governmental activities as of June 30, 2023, amounted to \$531,418 (net of accumulated depreciation, amortization and debt). This investment in capital assets includes building improvements, furniture, fixtures and equipment, motor vehicles, computer software and right-of-use lease assets.

**ECONOMIC FACTORS**

The Schools primary funding is from the District and is based on number of enrolled students.

**REQUEST FOR INFORMATION**

This financial report is designed to provide a general overview of the School's finances for all those with an interest in the School's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to New Road to Learning, Inc., 8190 Pensacola Blvd, Pensacola, Florida 32534.

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**STATEMENT OF NET POSITION**  
**JUNE 30, 2023**

	<u><b>Governmental Activities</b></u>
<b><u>ASSETS</u></b>	
Cash and cash equivalents	\$ 418,823
Due from primary government	140,325
Accounts receivable	161,056
Deposits	13,180
Capital assets, not being depreciated	530,871
Capital assets, being depreciated, net	2,417,921
Right-to-use lease assets, being amortized, net	42,104
<b>Total assets</b>	<b>\$ 3,724,280</b>
<b><u>LIABILITIES</u></b>	
Accounts payable and accrued expenses	\$ 83,318
Due to district	128,334
Noncurrent liabilities:	
Due within one year	105,863
Due in more than one year	2,353,615
Due within one year - lease	15,308
Due in more than one year - lease	28,882
<b>Total liabilities</b>	<b>\$ 2,715,320</b>
<b><u>NET POSITION</u></b>	
Net investment in capital assets	\$ 531,418
Unrestricted	477,542
<b>Total net position</b>	<b>\$ 1,008,960</b>

The accompanying notes to financial statements  
are an integral part of this statement.

**NEW ROAD TO LEARNING, INC.  
D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY  
STATEMENT OF ACTIVITIES  
FOR THE YEAR ENDED JUNE 30, 2023**

<b>Functions/Programs</b>	<b>PROGRAM REVENUES</b>				<b>NET (EXPENSE) REVENUE AND CHANGES IN NET POSITION</b>
	<b>EXPENSES</b>	<b>CHARGES FOR SERVICES</b>	<b>OPERATING GRANTS AND CONTRIBUTIONS</b>	<b>CAPITAL GRANTS AND CONTRIBUTIONS</b>	<b>GOVERNMENTAL ACTIVITIES</b>
Governmental activities:					
Instruction and basic	968,722	\$ -	\$ 614,410	\$ -	\$ (354,312)
School administration	247,800	-	-	-	(247,800)
Fiscal services	63,000	-	-	-	(63,000)
Pupil transportation services	220,705	-	-	-	(220,705)
Operation of plant	134,128	-	-	136,637	2,509
Maintenance of plant	245,373	-	-	-	(245,373)
Central services	78,111	-	-	-	(78,111)
Interest	116,185	-	-	-	(116,185)
Total governmental activities	\$ 2,074,024	\$ -	\$ 614,410	\$ 136,637	\$ (1,322,977)
			General revenues:		
			Grants and contributions not restricted to specific purposes	1,615,551	
			Other	171,422	
			Total general revenues	1,786,973	
			Change in net position	463,996	
			<b>Net position</b> , beginning of year	544,964	
			<b>Net position</b> , end of year	\$ 1,008,960	

The accompanying notes to financial statements  
are an integral part of this statement.

NEW ROAD TO LEARNING, INC.  
D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY  
BALANCE SHEET -  
GOVERNMENTAL FUNDS  
JUNE 30, 2023

	General Fund	Capital Projects Fund	CARES Fund	Other Governmental Funds	Total Governmental Funds
<b>ASSETS</b>					
Cash and cash equivalents	\$ 418,823	\$ -	\$ -	\$ -	\$ 418,823
Due from primary government	140,325	-	-	-	140,325
Accounts receivable	161,056	-	-	-	161,056
Prepaid	13,180	-	-	-	13,180
<b>Total Assets</b>	<u>\$ 733,384</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 733,384</u>
<b>LIABILITIES AND FUND BALANCES</b>					
Liabilities:					
Accounts payable and accrued expenses	\$ 83,318	\$ -	\$ -	\$ -	\$ 83,318
Due to District	128,334	-	-	-	128,334
Total liabilities	<u>211,652</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>211,652</u>
Fund Balances:					
Nonspendable	13,180	-	-	-	13,180
Unassigned	508,552	-	-	-	508,552
Total fund balances	<u>521,732</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>521,732</u>
<b>Total Liabilities and Fund Balances</b>	<u>\$ 733,384</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	

Amounts reported for governmental activities in the statement of net position are different because:

Capital and right-to-use lease assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	2,990,896
Long-term liabilities, are not due and payable in the current period and, therefore, are not reported in the funds.	(2,503,668)
Net position of governmental activities	<u>\$ 1,008,960</u>

The accompanying notes to financial statements  
are an integral part of this statement.

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES -**  
**GOVERNMENTAL FUNDS**  
**FOR THE YEAR ENDED JUNE 30, 2023**

	<b>General Fund</b>	<b>Capital Projects Fund</b>	<b>Cares Fund</b>	<b>Other Governmental Funds</b>	<b>Total Governmental Funds</b>
<b>Revenues</b>					
Intergovernmental	\$ 1,615,551	\$ 136,637	\$ 425,079	\$ 189,331	\$ 2,366,598
Other	171,422	-	-	-	171,422
Total revenues	<u>1,786,973</u>	<u>136,637</u>	<u>425,079</u>	<u>189,331</u>	<u>2,538,020</u>
<b>Expenditures</b>					
Instruction and basic	354,312	-	425,079	189,331	968,722
School administration	247,800	-	-	-	247,800
Fiscal services	63,000	-	-	-	63,000
Pupil transportation services	181,643	-	-	-	181,643
Operation of plant	134,128	-	-	-	134,128
Maintenance of plant	402,359	-	-	-	402,359
Central services	78,111	-	-	-	78,111
Principal	224,561	-	-	-	224,561
Interest	116,185	-	-	-	116,185
Redemption of principal - lease	14,624	-	-	-	14,624
Total expenditures	<u>1,816,723</u>	<u>-</u>	<u>425,079</u>	<u>189,331</u>	<u>2,431,133</u>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<u>(29,750)</u>	<u>136,637</u>	<u>-</u>	<u>-</u>	<u>106,887</u>
<b>Other financing sources (uses)</b>					
Transfers in (out)	136,637	(136,637)	-	-	-
Total other financing sources (uses)	<u>136,637</u>	<u>(136,637)</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net change in fund balances</b>	<u>106,887</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>106,887</u>
<b>Fund balances, beginning of year</b>	414,845	-	-	-	414,845
<b>Fund balances, end of year</b>	<u>\$ 521,732</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 521,732</u>

The accompanying notes to financial statements  
are an integral part of this statement.

**NEW ROAD TO LEARNING, INC.  
D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY  
RECONCILIATION OF STATEMENT OF REVENUES, EXPENDITURES  
AND CHANGES IN FUND BALANCES OF GOVERNMENTAL  
FUNDS TO THE STATEMENT OF ACTIVITIES  
FOR THE YEAR ENDED JUNE 30, 2023**

Amounts reported for governmental activities in the statement of activities are different because:

Net change in fund balances-total governmental funds	\$	106,887
<p>Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. This is the amount by which capital outlay exceeded depreciation and amortization in the current period.</p>		
	Capital outlay	\$ 254,113
	Depreciation and amortization	<u>(136,189)</u>
		117,924
<p>The issuance of long-term debt provides current financial resources to governmental funds, while repayment of the principal of long-term debt consumes the current financial resources of governmental funds.</p>		
	Long-term debt principal payments	\$ 224,561
	Long-term lease liability - redemption of principle	<u>14,624</u>
		239,185
Change in net position of governmental activities	<u>\$</u>	<u>463,996</u>

The accompanying notes to financial statements  
are an integral part of this statement.

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2023**

(1) **Summary of Significant Accounting Policies:**

The following is a summary of the more significant accounting policies of New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory Academy (the “School”), which affect significant elements of the accompanying basic financial statements:

(a) **Description of government wide financial statements**—The government-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all of the nonfiduciary activities of the primary government. Governmental activities, are normally supported by intergovernmental revenues, and other nonexchange transactions.

(b) **Reporting School**—New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory Academy (the “School”) is a not-for-profit corporation organized pursuant to Chapter 617, Florida Statutes, the Florida Not For Profit Corporation Act, and Section 1002.33, Florida Statutes. The governing body of the School is the Board of Trustees.

The general operating authority of the School is contained in Section 1002.33, Florida Statutes. The School operates under a charter of the sponsoring school district, The School Board of Escambia County, Florida. The current charter is effective until June 30, 2034, and may be renewed for additional terms as prescribed by Section 1002.33, Florida Statutes. The School is considered a component unit of The School Board of Escambia County, Florida.

Criteria for determining if other entities are potential component units which should be reported within the School’s financial statements are identified and described in the Governmental Accounting Standards Board’s (GASB) *Codification of Governmental Accounting and Financial Reporting Standards*, Sections 2100 and 2600. The application of these criteria provides for identification of any entities for which the School is financially accountable and other organizations for which the nature and significance of their relationship with the School are such that exclusion would cause the School’s financial statements to be misleading or incomplete. Based on these criteria, no component units are included within the report.

(c) **Basis of presentation – government wide financial statements**—While separate government-wide and fund financial statements are presented, they are interrelated. The governmental activities column incorporates data from governmental funds. Separate financial statements are provided for governmental funds.

As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements.

(d) **Basis of presentation – fund financial statements**—The fund financial statements provide information about the government’s funds. The emphasis of fund financial statements is on major governmental funds, each displayed in a separate column. Major individual governmental funds are reported as separate columns in the fund financial statements.



**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2023**

(1) **Summary of Significant Accounting Policies:** (Continued)

The School reports the following major governmental funds:

**General Fund**—The general fund is used to record the general operations of the School pertaining to education and those operations not provided for in other funds.

**Capital Projects Fund**—The capital projects fund is used to account for financial resources to be used for educational capital outlay needs, including rent, new construction, renovation and remodeling projects, and major maintenance projects.

**CARES Fund**—The cares fund is used to record funds passed through by Congress as a result of negative impacts related to the COVID-19 pandemic.

During the course of operations, the School has activity between funds for various purposes. Any residual balances outstanding at year end are reported as due from/to other funds and advances to/from other funds. While these balances are reported in fund financial statements, certain eliminations are made in the preparation of the government-wide financial statements. Balances between the funds included in governmental activities are eliminated so that only the net amount is included as internal balances in the governmental activities column.

Further, certain activity occurs during the year involving transfers of resources between funds. In fund financial statements these amounts are reported at gross amounts as transfers in/out. While reported in fund financial statements, certain eliminations are made in the preparation of the government-wide financial statements. Transfers between the funds included in governmental activities are eliminated so that only the net amount is included as transfers in the governmental activities column.

(e) **Measurement focus and basis of accounting**—The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recognized in the period earned and expenses are recognized when a liability is incurred, regardless of the timing of related cash flows. Amounts reported as program revenues include charges for services, operating grants and contributions, and capital grants and contributions. Items not properly included among program revenues, such as monies received from the Escambia County School Board, are reported as general revenues.

All governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues, except for certain grant revenues, are recognized in the accounting period in which they become both measurable and available. Available means collectible within the current period, or soon enough thereafter to be used to pay liabilities of the current period. For this purpose, the School considers revenues to be available if they are collected within sixty days of the end of the current fiscal period. When grant terms provide that the expenditure of resources is the prime factor for determining eligibility for Federal, state, and other grant resources, revenue is recognized at the time the expenditure is made. Under the modified accrual basis of accounting, expenditures are generally recorded when the related fund liability is incurred. The principal exceptions to this are:

principal and interest on general long-term debt, which are recorded as expenditures only when payment is due.

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2023**

(1) **Summary of Significant Accounting Policies:** (Continued)

The School’s financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America as prescribed by the Governmental Accounting Standards Board. Accordingly, the financial statements are organized on the basis of funds. A fund is an accounting School having a self-balancing set of accounts for recording assets, liabilities, fund equity, revenues, expenditures, and other financing sources and uses.

Resources are allocated to and accounted for in individual funds based on the purpose for which they are to be spent and the means by which spending activities are controlled.

(f) **Budgetary information**—The budgetary process is prescribed by provisions of the laws of Florida and requires the governing board to adopt an operating budget each year. The School’s governing board satisfied these requirements. The adopted budget is subject to amendment throughout the year to give consideration to unanticipated revenues and expenditures primarily resulting from events unknown at the time of budget adoption.

The amounts reported as the original budgeted amounts in the budgetary statements reflect the amounts when the original appropriations were adopted. The amounts reported as the final budgeted amounts in the budgetary statements reflect the amounts after all budget amendments.

(g) **Assets, liabilities, and net position/fund balance**—

(i) **Deposits and investments**

Cash and cash equivalents include amounts in demand deposits. Investments with original maturities of three months or less are considered to be cash equivalents.

(ii) **Capital assets**

Capital assets are defined by the School as assets with an initial individual cost of \$750 and an estimated useful life of more than one year. Such assets are recorded at historical cost. Donated capital assets are recorded at their estimated fair market values at the date of donation. The cost of normal maintenance and repairs that does not add to the value of the asset or materially extend the asset’s life is not capitalized.

Property, plant and equipment of the School is depreciated using the straight-line method over the following estimated useful lives:

<b>Asset Class</b>	<b>Estimated Useful Lives</b>
Buildings and improvements	7 – 50
Furniture, fixtures and equipment	5 – 10
Motor vehicles	7 – 10
Audiovisual materials	5 – 7
Computer hardware and software	3 – 5

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2023**

(1) **Summary of Significant Accounting Policies:** (Continued)

(iii) **Long-term obligations**

In the government-wide financial statements long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities fund type statement of net position.

(iv) **Use of estimates**

The process of preparing financial statements in conformity with accounting principles generally accepted in the United States of America requires the use of estimates and assumptions regarding certain types of assets, liabilities, revenues and expenses. Such estimates primarily relate to unsettled transactions and events as of the date of the financial statements. Accordingly, upon settlement, actual results may differ from estimated amounts.

(v) **Net position flow assumption**

Sometimes the School will fund outlays for a particular purpose from both restricted and unrestricted resources. In order to calculate the amounts to report as restricted – net position and unrestricted – net position in the government-wide financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the School’s policy to consider restricted – net position to have been depleted before unrestricted – net position is applied.

(vi) **Fund balance flow assumptions**

Sometimes the School will fund outlays for a particular purpose from both restricted and unrestricted resources (the total of committed, assigned and unassigned fund balance). In order to calculate the amounts to report as restricted, committed, assigned, and unassigned fund balance in the governmental fund financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the School’s policy to consider restricted fund balance to have been depleted before using any of the components of unrestricted fund balance. Further, when the components of unrestricted fund balance can be used for the same purpose, committed fund balance is depleted first, followed by assigned fund balance. Unassigned fund balance is applied last.

(vii) **Fund balance policies**

Fund balance of governmental funds is reported in various categories based on the nature of any limitations requiring the use of resources for specific purposes. The government itself can establish limitations on the use of resources through either a commitment (committed fund balance) or an assignment (assigned fund balance).

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2023**

(1) **Summary of Significant Accounting Policies:** (Continued)

The committed fund balance classification includes amounts that can be used only for the specific purposes determined by a formal action of the School's highest level of decision-making authority. The School Board is the highest level of decision-making authority for the School that can, by passing a motion prior to the end of the fiscal year, commit fund balance. Once adopted, the limitation imposed by the ordinance remains in place until a similar action is taken (the adoption of another ordinance) to remove or revise the limitation.

Amounts in the assigned fund balance classification are intended to be used by the School for specific purposes but do not meet the criteria to be classified as committed. The School Board may also assign fund balance as it does when appropriating fund balance to cover a gap between estimated revenue and appropriations in the subsequent year's appropriated budget. Unlike commitments, assignments generally only exist temporarily. In other words, an additional action does not normally have to be taken for the removal of an assignment. Conversely, as discussed above, an additional action is essential to either remove or revise a commitment.

(h) **Revenue sources**—Revenues for current operations are received primarily from The School Board of Escambia County, Florida pursuant to the funding provisions included in the School's charter. In accordance with the funding provisions of the charter and Section 1002.33(17), Florida Statutes, the School reports the number of full-time equivalent (FTE) students and related data to the Escambia County School Board. Under the provisions of Section 1011.62, Florida Statutes, the Escambia County School Board reports the number of FTE students and related data to the Florida Department of Education (FDOE) for funding through the Florida Education Finance Program. Funding for the School is adjusted during the year to reflect revised calculations by the FDOE under the Florida Education Finance Program and the actual weighted FTE students reported by the School during designated FTE student survey periods.

The School may receive federal and state awards for the enhancement of various educational programs. This assistance is generally based on applications submitted to and approved by various granting agencies. These awards may have eligibility requirements whereby the issuance of grant funds is withheld until such eligible expenditures are incurred. Revenues for these awards are recognized only to the extent that eligible expenditures have been incurred.

(i) **New accounting pronouncements**—GASB Statement No. 96, *Subscription-Based Information Technology Arrangements* provides guidance on the accounting and financial reporting for subscription-based information technology arrangements (SBITAs) The School has considered the impact of this new accounting standard and determined that there is no impact to the financial statements related to the implementation.

GASB Statement No. 94, *Public-Private and Public-Public Partnerships and Availability Payment Arrangements* provides guidance on the accounting and financial reporting for Public-private and public-public partnership arrangements. The School has considered the impact of this new accounting standard and determined that there was no impact on the financial statements related to implementation.

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2023**

(1) **Summary of Significant Accounting Policies:** (Continued)

(j) **Leases**—The School leases office equipment and determines if an arrangement is a lease at inception. The School recognize intangible right-to-use (RTU) assets and corresponding lease liabilities for all leases that are not considered short-term. RTU assets represent the School’s right to use an underlying asset for the lease term and lease liabilities represent the School’s obligation to make lease payments arising from the lease. RTU assets and liabilities are recognized at the lease commencement date based on the present value of lease payments over the lease term.

Basis of lease classification – Leases that meet the following requirements will not be considered short term: the maximum possible lease term(s) is non-cancelable by both lessee and lessor, and is more than 12 months.

Discount Rate – Unless explicitly stated in the lease agreement, known by the School, or the School is able to determine the rate implicit within the lease, the discount rate used to calculate lease right-to-use assets and liabilities will be the School’s estimated borrowing rate at the time of lease inception.

(2) **Deposits:**

*Custodial credit risk-deposits.* In the case of deposits, this is the risk that in the event of a bank failure, the School’s deposits may not be returned. The School’s deposits are covered by Federal depository insurance or by collateral held by the School’s custodial bank which is pledged to a state trust fund that provides security for amounts held in excess of FDIC coverage in accordance with the Florida Security for Deposits Act Chapter 280, Florida Statutes. The Florida Security for Public Deposits Act established guidelines for qualification and participation by banks and savings associations, procedures for the administration of the collateral requirements and characteristics of eligible collateral.

The Florida Security for Public Deposits Act established guidelines for qualification and participation by banks and savings associations, procedures for the administration of the collateral requirements and characteristics of eligible collateral.

(3) **Significant Funding Source:**

The School receives a substantial amount of its funding from the Escambia County School Board. A significant reduction in the level of this funding, if this were to occur, could have an adverse effect on the School’s programs and activities.

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2023**

(4) **Capital Assets:**

Capital asset activity for the year ended June 30, 2023, was as follows:

	<b>Balance</b>			<b>Balance</b>
	<b>June 30, 2022</b>	<b>Additions</b>	<b>Disposals</b>	<b>June 30, 2023</b>
Capital assets, not being depreciated:				
Land	\$ 530,871	\$ -	\$ -	\$ 530,871
Capital assets, being depreciated:				
Buildings and fixed equipment	2,521,262	-	-	2,521,262
Motor Vehicles	288,154	-	-	288,154
Computer software	31,718	-	-	31,718
Furniture, fixtures and equipment	239,253	254,113	-	493,366
Total capital assets, being depreciated	<u>3,080,387</u>	<u>254,113</u>	<u>-</u>	<u>3,334,500</u>
Less accumulated depreciation for:				
Buildings and fixed equipment	(384,594)	(71,138)	-	(455,732)
Motor Vehicles	(157,946)	(39,062)	-	(197,008)
Computer software	(31,718)	-	-	(31,718)
Furniture, fixtures and equipment	(221,443)	(10,678)	-	(232,121)
Total accumulated depreciation	<u>(795,701)</u>	<u>(120,878)</u>	<u>-</u>	<u>(916,579)</u>
Capital assets, net	<u>\$ 2,815,557</u>	<u>\$ 133,235</u>	<u>\$ -</u>	<u>\$ 2,948,792</u>

Capital assets are used for multiple functions within the school and depreciation expense of \$120,878 was charged to governmental functions as follows:

Pupil transportation services	\$ 39,062
Operation of plant	<u>81,816</u>
	<u>\$ 120,878</u>

(5) **Risk Management:**

The School is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. Loss mitigation is provided through purchased commercial insurance. Settled claims resulting from insurance coverage above have not exceeded purchased insurance coverage for the past three fiscal years.

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2023**

(6) **Defined Contribution Plan:**

The School has established a Saving Incentive Match Plan for Employees of Small Employers (SIMPLE) under Internal Revenue Code 408(p). Employees are considered eligible if they have earned at least \$5,000 in compensation for the year or an amount equal to participating employees' contributions, whichever is less. Contributions to the plan were \$2,000 for the year ended June 30, 2023.

(7) **Long-term Debt:**

***Governmental Activities***

Beginning August 5, 2017, 54 months of principal and interest (at 4.25%) payments of \$15,992. Beginning February 5, 2022, the interest rate will be equal to the Wall Street Journal rate plus 1% with 239 monthly payments of \$16,698 through January 2042, with any remaining unpaid principal and interest then due. Collateralized by land and building.

\$ 2,438,015

5.5% note payable with payments beginning November 2018 for 60 months of principal and interest totaling \$4,355. Any remaining unpaid principal and interest is due by November 2023. Collateralized by busses.

21,463

Total

2,459,478

Less: Current portion

105,863

Notes payable, less current portion

\$ 2,353,615

Long-term liability activity for the year ended June 30, 2023, was as follows:

	<b>Beginning Balance</b>	<b>Additions</b>	<b>Reductions</b>	<b>Ending Balance</b>	<b>Due within one year</b>
Notes Payable	\$ 2,684,039	\$ -	\$ 224,561	\$ 2,459,478	\$ 105,863

Maturities of notes payable are as follows:

<b>Year Ending June 30,</b>	<b>Principal</b>	<b>Interest</b>
2024	\$ 105,863	\$ 116,389
2025	88,403	111,968
2026	92,730	107,641
2027	97,269	103,103
2028	102,029	98,342
2029-2033	590,125	411,732
2034-2038	749,390	252,468
2039-2042	633,669	59,452
Total	<u>\$ 2,459,478</u>	<u>\$ 1,261,095</u>

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2023**

(8) **Leases:**

The School has a lease for office equipment, which has a remaining lease terms expiring in 2026.

As of June 30, 2023, total right-to-use lease related assets by major class, and the related accumulated amortization, disclosed separately from other capital assets is as follows:

	<b>Balance</b> <b>June 30, 2022</b>	<b>Additions</b>	<b>Disposals</b>	<b>Balance</b> <b>June 30, 2023</b>
Right-to-use leased assets, being amortized:				
Leased office equipment	\$ 72,726	\$ -	\$ -	\$ 72,726
Total leased assets, being amortized	<u>72,726</u>	<u>-</u>	<u>-</u>	<u>72,726</u>
Less accumulated amortization for:				
Leased office equipment	(15,311)	(15,311)	-	(30,622)
Total accumulated amortization	<u>(15,311)</u>	<u>(15,311)</u>	<u>-</u>	<u>(30,622)</u>
Right-to-use leased assets, net	<u>\$ 57,415</u>	<u>\$ (15,311)</u>	<u>\$ -</u>	<u>\$ 42,104</u>

The amortization expense for right-to-use leased assets was \$15,311 year ended June 30, 2023.

The principal and interest requirements to maturity for the lease liability as of June 30, 2023 is as follows:

<b>Year Ending June 30,</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2024	\$ 15,308	\$ 1,853	\$ 17,161
2025	16,092	1,069	17,161
2026	12,790	264	13,054
Total future minimum lease payments	<u>\$ 44,190</u>	<u>\$ 3,186</u>	<u>\$ 47,376</u>

(9) **Income Taxes:**

The School is exempt from the payment of income taxes under Section 501(c)(3) of the Internal Revenue Code. Therefore, no provision for income taxes has been made in the accompanying financial statements.

The School files income tax returns in the U.S. Federal jurisdiction. The School's income tax returns for the past three years are subject to examination by tax authorities and may change upon examination.

The School has reviewed and evaluated the relevant technical merits of each of its tax positions in accordance with accounting principles generally accepted in the United States of America for accounting for uncertainty in income taxes, and determined that there are no uncertain tax positions that would have a material impact on the financial statements of the School.



**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2023**

(10) **Subsequent Events:**

The School has evaluated events and transactions for potential recognition or disclosure in the financial statements through August 31, 2023, the date which the financial statements were available to be issued. Subsequent to year end, the school purchased a new school bus.

(11) **Recent Accounting Pronouncements:**

The Governmental Accounting Standards Board (“GASB”) has issued several pronouncements that have effective dates that may impact future financial statements. Listed below are pronouncements with required implementation dates effective for subsequent fiscal years that have not yet been implemented. Management has not currently determined what, if any, impact implementation of the following will have on the School’s financial statements:

GASB issued Statement No. 101, Compensated Absences, in June 2022. GASB Statement No. 101 amends the existing guidance related to the calculation and disclosures surrounding the liability for compensated absences. The provisions for GASB 101 are effective for fiscal years beginning after December 15, 2023.

(12) **Interfund Transfers:**

The composition of interfund transfers as of June 30, 2023, is as follows:

<b>Transfer In</b>	<b>Transfer Out</b>	<b>Amount</b>
General Fund	Capital Projects Fund	\$ 136,637

**REQUIRED SUPPLEMENTARY INFORMATION**

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES -**  
**BUDGET TO ACTUAL - GENERAL FUND**  
**FOR THE YEAR ENDED JUNE 30, 2023**

	<u>Budgeted Amounts</u>		<u>Actual Amounts</u>	<u>Variance with Final Budget - Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
<b>Revenues</b>				
Intergovernmental	\$ 1,523,838	\$ 1,537,440	\$ 1,615,551	\$ 78,111
Other	4,020	165,076	171,422	6,346
Total revenues	<u>1,527,858</u>	<u>1,702,516</u>	<u>1,786,973</u>	<u>84,457</u>
<b>Expenditures</b>				
Instruction and basic	646,443	979,831	354,312	625,519
School administration	241,990	278,958	247,800	31,158
Fiscal services	60,500	63,000	63,000	-
Pupil transportation services	135,000	194,835	181,643	13,192
Operation of plant	118,200	134,710	134,128	582
Maintenance of plant	89,800	402,800	402,359	441
Central services	-	-	78,111	(78,111)
Principal	202,827	213,907	224,561	(10,654)
Interest	124,836	125,935	116,185	9,750
Redemption of principal - lease	-	-	14,624	(14,624)
Total expenditures	<u>1,619,596</u>	<u>2,393,976</u>	<u>1,816,723</u>	<u>577,253</u>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<u>(91,738)</u>	<u>(691,460)</u>	<u>(29,750)</u>	<u>661,710</u>
<b>Other financing sources (uses)</b>				
Transfers in	-	-	136,637	136,637
Total other financing sources	<u>-</u>	<u>-</u>	<u>136,637</u>	<u>136,637</u>
<b>Net change in fund balances</b>	<u>(91,738)</u>	<u>(691,460)</u>	<u>106,887</u>	<u>798,347</u>
<b>Fund balances, beginning of year</b>	414,845	414,845	414,845	-
<b>Fund balances, end of year</b>	<u>\$ 323,107</u>	<u>\$ (276,615)</u>	<u>\$ 521,732</u>	<u>\$ 798,347</u>

The accompanying notes to required supplementary information  
are an integral part of this statement.

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES -**  
**BUDGET TO ACTUAL - CARES FUND**  
**FOR THE YEAR ENDED JUNE 30, 2023**

	<u>Budgeted Amounts</u>		<u>Actual Amounts</u>	<u>Variance with Final Budget - Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
<b>Revenues</b>				
Intergovernmental	\$ -	\$ 425,079	\$ 425,079	\$ -
Total revenues	<u>-</u>	<u>425,079</u>	<u>425,079</u>	<u>-</u>
<b>Expenditures</b>				
Instruction and basic	-	425,079	425,079	-
Total expenditures	<u>-</u>	<u>425,079</u>	<u>425,079</u>	<u>-</u>
<b>Deficiency of revenues over expenditures</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Fund balances, beginning of year</b>	-	-	-	-
<b>Fund balances, end of year</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

The accompanying notes to required supplementary information  
are an integral part of this statement.

**NEW ROAD TO LEARNING, INC.**  
**D/B/A JACQUELINE HARRIS PREPARATORY ACADEMY**  
**NOTES TO REQUIRED SUPPLEMENTARY INFORMATION**  
**FOR THE YEAR ENDED JUNE 30, 2023**

(1) **Summary of Significant Accounting Policies:**

The Schedules of Revenues, Expenditures and Changes in Fund Balances – Budget to Actual are presented using the School’s budget format for all major governmental funds.

(2) **Budgetary Basis of Accounting:**

Budgets are adopted on a basis consistent with accounting principles generally accepted in the United States of America. Annual budgets are adopted for the entire operations at the combined governmental level and may be amended by the Board of Directors. The budget presented for fiscal year ended June 30, 2023, was amended during the year according to Board procedures.

Budgets are presented on the modified accrual basis of accounting.

**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**

To the Board of Directors,  
New Road to Learning, Inc.  
d/b/a Jacqueline Harris Preparatory Academy:

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 governmental activities and each major fund of New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory Academy (a component unit of The School Board of Escambia County, Florida), as of and for the year ended June 30, 2023 and the related notes to the financial statements, which collectively comprise the School's basic financial statements and have issued our report thereon dated August 31, 2023.

***Internal Control over Financial Reporting***

In planning and performing our audit of the financial statements, we considered New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory Academy'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 opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory Academy's internal control. Accordingly, we do not express an opinion on the effectiveness of New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory 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 School'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.

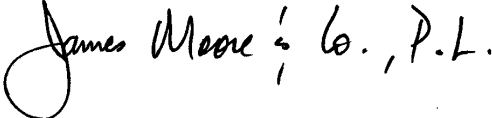
Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not 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 New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory 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 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.

James Moore & Co., P.L.

Tallahassee, Florida  
August 31, 2023

**INDEPENDENT AUDITORS' MANAGEMENT LETTER REQUIRED BY CHAPTER 10.850,  
RULES OF THE STATE OF FLORIDA, OFFICE OF THE AUDITOR GENERAL**

To the Board of Directors,  
New Road to Learning, Inc.  
d/b/a Jacqueline Harris Preparatory Academy:

**Report on the Financial Statements**

We have audited the financial statements of New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory Academy (a component unit of The School Board of Escambia County, Florida), as of and for the fiscal year ended June 30, 2023, and have issued our report thereon dated August 31, 2023.

**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.

**Other Reporting Requirements**

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

**Prior Audit Findings**

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

**Official Title**

Section 10.854(1)(e)5., Rules of the Auditor General, requires the name or official title of the School and the school code assigned by the Florida Department of Education be disclosed in this management letter. The official title and the school code assigned but the Florida Department of Education are New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory Academy and school code; 172104.



## **Financial Condition and Management**

Sections 10.854(1)(e)2. and 10.855(11), Rules of the Auditor General, require us to apply appropriate procedures and communicate whether or not the New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory Academy has met one or more of the conditions described in Section 218.503(1), Florida Statutes, and identification of the specific condition(s) met. In connection with our audit, we determined that New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory 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, we applied financial condition assessment procedures for the New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory Academy. It is management's responsibility to monitor the New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory Academy's financial condition, and our financial condition assessment was based in part on representations made by management and the review of financial information provided by same.

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

## **Transparency**

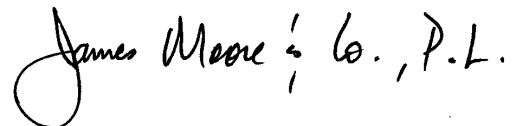
Sections 10.854(1)(e)7. and 10.855(13), Rules of the Auditor General require us to apply appropriate procedures and communicate the results of our determination as to whether New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory Academy maintains on its Web site the information specified in Section 1002.33(9)(p), Florida Statutes. In connection with our audit, we determined that the New Road to Learning, Inc. d/b/a Jacqueline Harris Preparatory 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, requires that we 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 which 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, Federal and other granting agencies, Escambia County District School Board, the Board of Directors, and applicable management and is not intended to be and should not be used by anyone other than these specified parties.

A handwritten signature in black ink that reads "James Moore & Co., P.L." The signature is written in a cursive style with a large, looped initial 'J'.

Tallahassee, Florida  
August 31, 2023