
**ACADEMIC LEADERSHIP CHARTER SCHOOL
AND SUBSIDIARY**

**Consolidated Financial Statements
with Supplementary Information**

For the years ended June 30, 2025 and 2024

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY
Consolidated Financial Statements
June 30, 2025 and 2024

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Independent Auditor's Report

To the Board of Trustees of
Academic Leadership Charter School and Subsidiary

Report on the Audit of Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of Academic Leadership Charter School and Subsidiary, which comprise the consolidated statements of financial position as of June 30, 2025 and 2024, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Academic Leadership Charter School and Subsidiary as of June 30, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for opinion

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

Responsibility of management for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Academic Leadership Charter School and Subsidiary's ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

Auditor's responsibilities for the audit of the consolidated financial statements

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

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

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated 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 consolidated 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 Academic Leadership Charter School and Subsidiary'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 consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Academic Leadership Charter School and Subsidiary'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.

Supplementary information

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying supplementary financial information from page 20 to 24 is presented for the purpose of additional analysis and is not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the consolidated financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated October 28, 2025, on our consideration of Academic Leadership Charter School and Subsidiary’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 Academic Leadership Charter School and Subsidiary’s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Academic Leadership Charter School and Subsidiary’s internal control over financial reporting and compliance.

NChang LLP

New York, New York
October 28, 2025

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY
Consolidated Statements of Financial Position
For the years ended June 30,

	<u>2025</u>	<u>2024</u>
<u>Assets</u>		
Current assets		
Cash and cash equivalents	\$ 873,674	\$ 370,030
Investments	27,097,673	23,813,376
Grants receivable	401,480	2,810,971
Total current assets	<u>28,372,827</u>	<u>26,994,377</u>
Property and equipment, net	45,256,325	46,008,617
Operating lease right-of-use assets	76,467	25,864
Other assets		
Interest receivable	-	149,245
Restricted cash and escrow reserves	2,613,606	3,850,023
Total assets	<u><u>\$ 76,319,225</u></u>	<u><u>\$ 77,028,126</u></u>
<u>Liabilities and Net Assets</u>		
Current liabilities		
Accounts payable and accrued expenses	\$ 283,954	\$ 315,997
Accrued salaries and other payroll-related expenses	358,489	447,834
Construction cost payable	377,165	1,573,614
Bonds payable, current portion	1,040,000	1,000,000
Accrued interest	84,190	25,009
Short-term operating lease liabilities	28,276	8,732
Refundable advances	113,680	68,992
Total current liabilities	<u>2,285,754</u>	<u>3,440,178</u>
Long-term liabilities		
Long-term operating lease liabilities	48,191	17,132
Bonds payable, less current portion, net	14,098,859	15,242,723
Total liabilities	<u>16,432,804</u>	<u>18,700,033</u>
Net assets		
Undesignated	59,799,997	58,244,559
Reserve - contingency	86,424	83,534
Total net assets without donor restrictions	<u>59,886,421</u>	<u>58,328,093</u>
Total liabilities and net assets	<u><u>\$ 76,319,225</u></u>	<u><u>\$ 77,028,126</u></u>

The accompanying notes are an integral part of these consolidated financial statements.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY
Consolidated Statements of Activities
For the years ended June 30,

<u>Operating revenue and other support</u>	<u>2025</u>	<u>2024</u>
State and local per pupil operating revenue		
General education	\$ 6,488,634	\$ 7,059,011
Special education	329,165	245,440
Total state and local per pupil operating revenue	<u>6,817,799</u>	<u>7,304,451</u>
Grants, contracts and other support		
Federal grants	846,420	3,014,667
State and local grants	30,389	35,967
Contributions	98,560	76,793
Investment income	848,054	1,532,516
Total grants, contracts and other support	<u>1,823,423</u>	<u>4,659,943</u>
Total operating revenue and other support	<u>8,641,222</u>	<u>11,964,394</u>
<u>Expenses</u>		
Program expenses		
Regular education	5,602,926	4,782,362
Special education	410,410	285,914
Total program expenses	<u>6,013,336</u>	<u>5,068,276</u>
Supporting services		
Management and general	<u>1,069,558</u>	<u>1,310,152</u>
Total program and supporting services expenses	<u>7,082,894</u>	<u>6,378,428</u>
Change in net assets	1,558,328	5,585,966
Net assets without restrictions - beginning of year	<u>58,328,093</u>	<u>52,742,127</u>
Net assets without restrictions - end of year	<u>\$ 59,886,421</u>	<u>\$ 58,328,093</u>

The accompanying notes are an integral part of these consolidated financial statements.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY
Consolidated Statement of Functional Expenses
For the year ended June 30, 2025

	No. of positions	Program expenses			Supporting services	Total Program and Supporting services
		Regular education	Special education	Total programs	Management and general	
Salaries						
Instructional personnel	20.40	\$ 1,774,628	\$ 132,490	\$ 1,907,118	\$ -	\$ 1,907,118
Administrative staff personnel	9.70	611,099	45,623	656,722	480,811	1,137,533
Non-Instructional personnel	1.00	17,269	17,268	34,537	34,538	69,075
Total salaries	31.10	2,402,996	195,381	2,598,377	515,349	3,113,726
Operating expenses						
Payroll taxes and fringe benefits		622,936	50,649	673,585	133,595	807,180
Retirement		74,891	6,089	80,980	16,062	97,042
Professional and consulting		10,894	1,028	11,922	157,202	169,124
Staff development		8,206	510	8,716	886	9,602
Textbooks and curriculum		192,667	14,385	207,052	-	207,052
Student food service		8,322	621	8,943	-	8,943
Communication and technology		110,903	6,888	117,791	11,978	129,769
Equipment rental and lease		42,308	2,628	44,936	4,569	49,505
Student and staff recruiting		97,608	6,063	103,671	10,542	114,213
Supplies and materials		99,352	6,171	105,523	10,730	116,253
Repairs and maintenance		118,412	7,354	125,766	12,789	138,555
Administrative		55,492	3,447	58,939	5,994	64,933
Insurance		81,445	5,059	86,504	8,796	95,300
Interest		474,752	29,490	504,242	51,274	555,516
Utilities		177,106	11,001	188,107	19,128	207,235
Depreciation		1,024,636	63,646	1,088,282	110,664	1,198,946
Total operating expenses		3,199,930	215,029	3,414,959	554,209	3,969,168
Total expenses		\$ 5,602,926	\$ 410,410	\$ 6,013,336	\$ 1,069,558	\$ 7,082,894

The accompanying notes are an integral part of these consolidated financial statements.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY
Consolidated Statement of Functional Expenses
For the year ended June 30, 2024

	No. of positions	Program expenses			Supporting services	Total Program and Supporting services
		Regular education	Special education	Total programs	Management and general	
Salaries						
Instructional personnel	28.60	\$ 2,144,961	\$ 122,817	\$ 2,267,778	\$ -	\$ 2,267,778
Administrative staff personnel	7.20	399,798	22,892	422,690	353,827	776,517
Non-Instructional personnel	0.30	5,079	5,079	10,158	10,158	20,316
Total salaries	36.10	2,549,838	150,788	2,700,626	363,985	3,064,611
Operating expenses						
Payroll taxes and fringe benefits		633,958	37,494	671,452	91,630	763,082
Retirement		84,577	4,997	89,574	10,940	100,514
Professional and consulting		10,078	951	11,029	153,410	164,439
Staff development		6,564	408	6,972	709	7,681
Textbooks and curriculum		355,050	20,330	375,380	-	375,380
Student food service		1,783	102	1,885	-	1,885
Communication and technology		77,523	4,815	82,338	8,373	90,711
Equipment rental and lease		28,052	1,742	29,794	3,030	32,824
Student and staff recruiting		94,269	5,856	100,125	10,181	110,306
Supplies and materials		126,421	7,853	134,274	13,653	147,927
Repairs and maintenance		1,900	118	2,018	205	2,223
Administrative		56,244	3,494	59,738	6,074	65,812
Insurance		58,997	3,665	62,662	6,372	69,034
Bad debt		-	-	-	566,299	566,299
Interest		455,624	28,301	483,925	49,210	533,135
Depreciation		241,484	15,000	256,484	26,081	282,565
Total operating expenses		2,232,524	135,126	2,367,650	946,167	3,313,817
Total expenses		\$ 4,782,362	\$ 285,914	\$ 5,068,276	\$ 1,310,152	\$ 6,378,428

The accompanying notes are an integral part of these consolidated financial statements.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY**Consolidated Statements of Cash Flows**

For the years ended June 30,

	<u>2025</u>	<u>2024</u>
Cash flows from operating activities		
Change in net assets	\$ 1,558,328	\$ 5,585,966
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation	1,198,946	282,565
Amortization - debt issuance costs	61,160	61,159
Amortization - bond premium	(165,024)	(165,024)
Amortization of operating lease right-of-use assets	27,050	19,166
Unrealized gain on investments	(167,502)	(503,082)
Changes in operating assets and liabilities		
Grants receivable	2,409,491	(401,620)
Interest receivable	149,245	(149,245)
Accounts payable and accrued expenses	(32,043)	76,472
Accrued payroll and benefits	(89,345)	45,680
Accrued interest payable	59,181	(1,600)
Operating lease liabilities	(27,050)	(19,166)
Refundable advances	44,688	(68,979)
Net cash provided by operating activities	<u>5,027,125</u>	<u>4,762,292</u>
Cash flows used in investing activities		
Investments	(3,116,795)	(4,729,892)
Acquisition of fixed assets	(1,643,103)	(4,837,359)
Net cash used in investing activities	<u>(4,759,898)</u>	<u>(9,567,251)</u>
Cash flows from financing activities		
Repayment of bonds payable	(1,000,000)	(960,000)
Net cash used in financing activities	<u>(1,000,000)</u>	<u>(960,000)</u>
Net change in cash, cash equivalents and restricted cash	(732,773)	(5,764,959)
Cash, cash equivalents and restricted cash - beginning of year	4,220,053	9,985,012
Cash, cash equivalents and restricted cash - end of year	<u>\$ 3,487,280</u>	<u>\$ 4,220,053</u>
Cash, cash equivalents and restricted cash as reported within the consolidated statements of financial position		
Cash and cash equivalents	\$ 873,674	\$ 370,030
Restricted cash and escrow reserves	2,613,606	3,850,023
Total cash, cash equivalents and restricted cash	<u>\$ 3,487,280</u>	<u>\$ 4,220,053</u>
Supplemental disclosure of cash flow information		
Cash paid for interest	<u>\$ 600,200</u>	<u>\$ 638,600</u>

The accompanying notes are an integral part of these consolidated financial statements.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY

Notes to the Consolidated Financial Statements

June 30, 2025 and 2024

Note 1 Organization

Academic Leadership Charter School (the “School”), a 501(c)(3) tax-exempt organization, is a public charter school located in Bronx, New York. The School was granted a provisional charter on February 10, 2009, which is valid until June 30, 2028. The School served from Kindergarten through seventh grade in 2015 and added eighth grade in 2016. The School provides a broad-based education for all students, focusing on developing good character as well as comprehension and analytical skills across all disciplines, ranging from the fundamentals of reading and mathematics to fine arts, physical education, drama, and dance.

The School is the sole member of Friends of Academic Leadership CS LLC (the "Friends of ALCS"), a limited liability company formed in June 2019. The Friends of ALCS was considered as a disregarded entity for federal and state tax purpose.

From here on, the School and Friends of ALCS are referred to as the “Organization”.

Note 2 Summary of significant accounting policies

Principles of consolidation. The financial statements are consolidated to include the accounts of the School and the Friends of ALCS. All significant intercompany transactions and balances have been eliminated in the consolidation.

Basis of presentation and use of estimates. The consolidated financial statements have been prepared in conformity with accounting principles generally accepted in the United States of America (“U.S. GAAP”), which requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Financial statements presentation. The consolidated financial statements of the Organization follows the accounting standard for not-for-profit organization, which require the Organization to report information regarding its consolidated statements of financial position and consolidated statements of activities according to the following net asset classifications:

Net assets without donor restrictions. Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the organization.

Net assets with donor restrictions. Net assets subject to stipulations imposed by donors, and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Organization or by the passage of time. Other donor restrictions are perpetual in nature, where by the donor has stipulated the funds be maintained in perpetuity.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY

Notes to the Consolidated Financial Statements

June 30, 2025 and 2024

Note 2 Summary of significant accounting policies – (continued)

Donor restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net asset without donor restrictions in the consolidated statements of activities.

Cash and cash equivalents. The Organization considers all short-term, highly liquid investments, such as money market funds, to be cash equivalents.

Investments. Investments are recorded at fair value in the consolidated statements of financial position, as determined by reference to quoted market prices. Investments consist of amounts held in bank sweep and fixed income securities. Donated investments are recorded at fair value on the date of receipt. Investment income is included in unrestricted support and revenue, unless restricted by donor or law.

Fair value of investments. The fair value hierarchy of *Fair Value Measurements* defines fair value, establishes a consistent framework for measuring fair value, and expands the disclosure requirements of fair value measurements. Fair value is defined as the price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants at the measurement date. A fair value measurement assumes that the transaction to sell the asset or transfer the liability occurs in the principal market for the asset or liability, or, in the absence of a principal market, the most advantageous market.

The fair value hierarchy prioritizes the inputs to valuation techniques used to measure fair value into three broad levels:

Level 1 - Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities the Organization has the ability to access.

Level 2 - Inputs are inputs (other than quoted prices included within Level I) that are observable for the asset or liability, either directly or indirectly.

Level 3 - Inputs are unobservable inputs for the asset or liability, and rely on management's own assumptions about the assumptions that market participants would use in pricing the asset or liability. The unobservable inputs are developed based on the best information available in the circumstances and may include the Organization's own data.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY

Notes to the Consolidated Financial Statements

June 30, 2025 and 2024

Note 2 Summary of significant accounting policies – (continued)

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Organization believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

The Organization has investments in bank sweep and fixed income securities which are reported at market value based on quoted prices. Unrealized and realized gains and losses in these investments are recorded as unrestricted support and revenue, unless restricted by donor or law.

The following tables set forth by level, within the fair value hierarchy, the Organization's investments which have been accounted for at fair value on a recurring basis as of June 30, 2025 and 2024:

	2025	
	Level 1	Total
Bank sweep	\$ 286,185	\$ 286,185
Fixed income securities	26,811,488	26,811,488
	<u>\$ 27,097,673</u>	<u>\$ 27,097,673</u>

	2024	
	Level 1	Total
Bank sweep	\$ 2,775,311	\$ 2,775,311
Fixed income securities	21,038,065	21,038,065
	<u>\$ 23,813,376</u>	<u>\$ 23,813,376</u>

Revenue recognition. The Organization recognizes revenue from the state and local governments based on the Organization's charter status and the number of students enrolled. Such revenue is recorded when services are performed, in accordance with the charter agreement. The New York State Department of Education mandates the rate per pupil. Such revenue is recognized ratably over the related school year in which it is earned.

Grants and contracts revenue is recognized when qualifying expenditures are incurred and/or services are provided to the students during the applicable school year. Funds received in advance or any unspent funds for which qualifying expenditures have not been incurred are recorded as refundable advances. Any unspent amounts might be returned to the granting agency or the granting agency can approve that those amounts be applied to a future grant period.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY
Notes to the Consolidated Financial Statements
June 30, 2025 and 2024

Note 2 Summary of significant accounting policies – (continued)

Grants receivable. Grants receivable are recorded at net realizable value and do not bear interest. The allowance for doubtful accounts is the Organization’s best estimate of the amount of probable credit losses in existing receivables. Management determines the allowance based on historical write-off experience and reviews its allowance for doubtful accounts periodically. Past due balances are reviewed individually for collectability. Grants receivable are \$401,480 and \$2,810,971 at June 30, 2025 and 2024, respectively. There is no allowance recorded at June 30, 2025 and 2024, as all amounts are deemed collectible.

Property and equipment. Property and equipment are recorded at cost. Donated assets are capitalized at the estimated fair value at date of receipt. Maintenance and repairs are charged to expense as incurred; significant improvements are capitalized. The Organization capitalizes additions and significant improvements in excess of \$500. Items with an acquisition cost of less than \$500 or a useful life of less than one year are expensed in the year purchased. Depreciation is computed using the straight-line method over estimated useful lives of the respective asset.

The estimated depreciable lives of the different classes of property are as follows:

<u>Asset</u>	<u>Useful life</u>
Furniture and fixtures	7 years
Computer, software and office equipment	3 years

Leases. The Organization determines if a contract is a leasing arrangement at inception. Operating lease right-of-use assets represent the right to control the use of an identified asset for the lease term and lease liabilities represent the obligation to make lease payments arising from the lease. Operating lease right-of-use assets and liabilities are recognized at the commencement date based on the present value of lease payments over the lease term. The Organization uses the risk-free rate of return. The Organization recognized operating lease expense for operating leases on a straight-line basis over the lease term.

The Organization leases various office equipment under non-cancelable operating leases. Leases with an initial term of 12 months or less are not recorded on the consolidated statements of financial position and are expensed on a straight-line basis.

Reserve contingency. Under the provisions of its charter, the Organization established an escrow amount to pay for legal and audit expenses that would be associated with dissolution, should such event occur.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY
Notes to the Consolidated Financial Statements
June 30, 2025 and 2024

Note 2 Summary of significant accounting policies – (continued)

Refundable advances. Funds received in advance for which qualifying expenditures have not been incurred are reflected as refundable advances from state and local government grants in the accompanying consolidated statements of financial position.

Donated goods and services. The Organization is located in two New York City Department of Education facility's and utilizes a combined total of approximately 156,846 square feet for both facilities at no charge. In addition, the Organization received donated transportation and food service services from the local district. The Organization was unable to determine a value for these services.

The Organization shares space with a New York City public school. The Organization is not responsible for services other than the security needed after public school hours.

Income taxes. The Organization is tax-exempt under Section 501 (c)(3) of the Internal Revenue Code (IRC) and has been classified as a publicly supported organization as described in IRC sections 509(A)(1) and 170(B)(1)(A)(II).

Accounting principles generally accepted in the United States of America require management to evaluate tax positions taken and recognize a tax liability (or asset) if the Organization has taken an uncertain position that more likely than not would not be sustained upon examination by taxing authorities. Management has analyzed the tax positions taken and has concluded that, as of June 30, 2025, there are no uncertain positions taken or expected to be taken that would require recognition or disclosure in the accompanying consolidated financial statements.

The Organization is no longer subject to income tax examination by federal, state or local tax authorities for years before June 30, 2022.

Functional expenses. The costs of providing program and other activities have been summarized on a functional basis in the consolidated statements of activities. Accordingly, certain costs have been allocated among program services, administrative and fund raising. Such allocations are determined by management on an equitable basis.

The expenses that are allocated include the following:

Salaries	Time and effort
Payroll taxes and fringe benefits	Time and effort
Professional and consulting	Time and effort
Insurance	Square footage
Repairs and maintenance	Time and effort

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY
Notes to the Consolidated Financial Statements
June 30, 2025 and 2024

Note 2 Summary of significant accounting policies – (continued)

Debt issuance costs. Debt issuance costs, net of accumulated amortization, are reported as a direct deduction from the face amount of the bonds payable to which such costs relate. Amortization of debt issuance costs is reported as a component of interest expense and is computed using a straight-line method over the term of the related debt. Accounting principles generally accepted in the United States of America require that the effective yield method be used to amortize financing costs; however, the effect of using the straight-line method is not materially different from the results that would have been obtained under the effective yield method.

Note 3 Retirement plan

The Organization offers a 401(k) plan for all full-time employees after 90 days. Participation in the plan is voluntary. Employees can make pretax contributions. Up to a maximum of 100% of their annual compensation, up to IRS limits for each calendar year. The Organization matches 100% of an employee’s contribution up to 5% of the employee’s annual compensation. For the years ended June 30, 2025 and 2024, the Organization’s matching contribution were \$97,042 and \$100,514, respectively. Such plan assets are held in a separate trust and are not included in the accompanying consolidated financial statements. All plan assets are held for the exclusive benefit of the Plan’s participants and beneficiaries.

Note 4 Liquidity and availability

Financial assets available for general expenditures, that is, without donor or other restrictions limiting their use, within one year of June 30, are:

Financial assets:	2025	2024
Cash and cash equivalents	\$ 873,674	\$ 370,030
Investments	27,097,673	23,813,376
Grants receivable	401,480	2,810,971
Amount available for general expenditures within one year	\$ 28,372,827	\$ 26,994,377

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY

Notes to the Consolidated Financial Statements

June 30, 2025 and 2024

Note 5 Investments

The following summarizes the Organization's investments measured at fair value at June 30, 2025 and 2024:

	2025	
	Cost	Fair value
Bank sweep	\$ 286,185	\$ 286,185
Fixed income securities	26,643,986	26,811,488
	<u>\$ 26,930,171</u>	<u>\$ 27,097,673</u>

	2024	
	Cost	Fair value
Bank sweep	\$ 2,775,311	\$ 2,775,311
Fixed income securities	20,534,983	21,038,065
	<u>\$ 23,310,294</u>	<u>\$ 23,813,376</u>

Note 6 Accrued salaries and other payroll-related expenses

Accrued salaries and other payroll-related expenses consist of amounts earned by the staff during the school year which are paid out over the summer months. As of June 30, 2025 and 2024, total accrued salaries and other payroll-related expenses amounted to \$358,489 and \$447,834 respectively.

Note 7 Concentrations of risk

The Organization maintains its cash in bank deposit accounts which, at times, may exceed federally insured limits. The Organization has not experienced any losses in such accounts. The management of the Organization believes it is not exposed to significant credit risk on cash and cash equivalents.

The Organization received approximately 79% and 61% of its operating revenue, which is subject to specific requirements, from per pupil funding from the New York City Department of Education during the years ended June 30, 2025 and 2024, respectively. Additionally, the Organization's grants receivable consists of approximately 97% and 100% as of June 30, 2025 and 2024, respectively, from the New York State Department of Education.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY

Notes to the Consolidated Financial Statements

June 30, 2025 and 2024

Note 8 Bonds payable

On June 15, 2021, Build NYC Resource Corporation provided construction and permanent financing through the issuance of \$17,770,000 in Tax-Exempt Revenue Bonds (the “Series 2021 Bonds”), bearing interest at 4% per annum, with principal due at varying amounts annually through maturity on June 15, 2036. The proceeds of the bonds were used to construct a seven-story building in the Bronx, New York, to be used as classroom and administration space.

Future minimum principal payments for the next five years and in the aggregate thereafter are as follow:

<u>Year Ending June 30,</u>	<u>Amount</u>
2026	\$ 1,040,000
2027	1,080,000
2028	1,125,000
2029	1,170,000
2030	1,215,000
Thereafter	<u>8,375,000</u>
Total	14,005,000
Less: current portion	(1,040,000)
Add: Unamortized bond issuance costs and issuance premium, net	<u>1,133,859</u>
Long-term bonds payable, net	<u><u>\$ 14,098,859</u></u>

Amortization of the premiums amounted to \$(165,024) for each of the years ended June 30, 2025 and 2024 is included in interest expense.

Amortization expense of debt issuance costs amounted to \$61,160 and \$61,159 for the years ended June 30, 2025 and 2024, respectively, and is included in interest expense.

As of June 30, 2025 and 2024, the School was in compliance with all debt covenants pursuant to the bond agreement.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY
Notes to the Consolidated Financial Statements
June 30, 2025 and 2024

Note 9 Property, plant and equipment

Property, plant and equipment consist of the following as of June 30:

	<u>2025</u>	<u>2024</u>
Land	\$ 3,259,800	\$ 3,259,800
Building	42,506,172	-
Construction-in-progress	-	42,196,169
Furniture and fixtures	453,325	323,909
Equipment	1,865,004	1,857,769
Software	10,288	10,288
	<u>48,094,589</u>	<u>47,647,935</u>
Less, accumulated depreciation	<u>(2,838,264)</u>	<u>(1,639,318)</u>
	<u>\$ 45,256,325</u>	<u>\$ 46,008,617</u>

Land relates to a parcel of land on 356-362 East 139th Street in the Bronx, New York, which is used to construct the Organization's educational facility.

Depreciation expense for the years ended June 30, 2025 and 2024 was \$1,198,946 and \$282,565, respectively.

Construction-in-progress at June 30, 2024 consists of costs incurred for architecture, engineering, and professional fees related to the construction of the Organization's future education facility. Construction-in-progress is stated at cost. No provision for depreciation is made on construction-in-progress until such time as the relevant assets are completed and put into use. The new education facility was placed into service in August 2024.

Note 10 Leases

The School has entered into a ground lease agreement for its land located at 356-62 East 139th Street, Bronx, New York 10454, with the Friends of ALCS for a period of 15 years commencing June 16, 2021 to June 15, 2036. The Friends of LLC is required to pay the annual rent of \$10 as defined in the ground lease agreement.

The School leases various office equipment under non-cancelable operating leases.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY**Notes to the Consolidated Financial Statements**

June 30, 2025 and 2024

Note 10 Leases – (continued)

The School determines if an arrangement is a lease at the inception of a contract, and recognizes operating lease expense on a straight-line basis over the lease term. Leases with an initial term of twelve months or less are not recorded on the consolidated statements of financial position and are expensed on a straight-line basis.

Operating expenses for the leasing activity of the School as lessee for the years ended June 30, 2025 and 2024 are as follows:

Lease type	2025	2024
Operating lease costs	\$ 30,948	\$ 19,633

Total rent expense was \$30,948 and \$19,633 for the years ended June 30, 2025 and 2024, respectively, and is included in equipment rental and lease on the accompanying consolidated statements of functional expenses.

The aggregate future lease payments below summarize the remaining future undiscounted cash flows for operating leases as of June 30, 2025, and a reconciliation to operating lease liabilities reported on the consolidated statements of financial position:

2026	\$ 30,948
2027	27,688
2028	11,388
2029	11,388
Total lease payments	<u>81,412</u>
Less interest	(4,945)
Present value of lease liabilities	<u>\$ 76,467</u>

Operating lease terms and discount rate at June 30, 2025 and 2024 are as follows:

	2025	2024
Weighted average remaining lease term (years)	<u>2.86</u>	<u>2.83</u>
Weighted average discount rate	4.30%	4.79%

The following summarizes cash paid for operating lease liabilities and other non-cash information as of June 30, 2025 and 2024:

	2025	2024
Cash paid for amounts included in measurement of operating lease liabilities	\$ 30,948	\$ 19,633
Operating lease right-of-use assets obtained in exchange for operating lease obligations	\$ 77,653	\$ 27,278

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY

Notes to the Consolidated Financial Statements

June 30, 2025 and 2024

Note 11 Bad debt expenses

In January 2024, the School planned to revise final expenditure report of Elementary and Secondary School Emergency Relief Fund (ESSER II) by increasing the budget and expenditures from \$808,851 to \$1,285,150. However, the School did not meet the submission deadline and the grant was already closed. As a result, the revised application could not be processed. The School wrote off \$476,299 from grants receivable. The amount is included in bad debt expenses on the accompanying consolidated statement of functional expenses.

Note 12 Contingency

The Organization participates in a number of federal and state programs. These programs require that the Organization comply with certain laws, regulations, contracts, and agreements applicable to the programs in which it participates. All funds expended in connection with government grants and contracts are subject to audit by government agencies. While the ultimate liability, if any, from such audits of government grants and contracts by government agencies is presently not determinable, in the opinion of the management, the ultimate outcome of such audits would not have a material effect on the Organization's financial position or results of operations. Accordingly, no provision for any such liability that may result has been made in the accompanying consolidated financial statements.

Note 13 Subsequent events

Management has evaluated subsequent events for disclosure and/or recognition in the consolidated financial statements through October 28, 2025, the date that the consolidated financial statements were available to be issued. There were no events requiring adjustments or disclosure to the consolidated financial statements.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY

Schedule of Debt Covenants

For the year ended June 30, 2025

	<u>Minimum Requirement</u>	<u>Actual</u>
Debt service coverage ratio	1.10	2.07
Days cash on hand	60	1,705

The debt service coverage ratio is calculated as follows:

Increase in net assets	\$ 1,558,328	
Add back: Interest expense	555,516	
Depreciation	1,198,946	
Net revenues available for debt service	<u>\$ 3,312,790</u>	
Debt service payments		
Interest expense	\$ 600,200	
Principal	1,000,000	
Total current debt service	<u>\$ 1,600,200</u>	
Net revenues available for debt service	<u>\$ 3,312,790</u>	=
Total current debt service	<u>\$ 1,600,200</u>	2.07

The days cash on hand is calculated as follows:

Total expenses	\$ 7,082,894	
Less: Depreciation	(1,198,946)	
Amortization - debt issuance costs	(61,160)	
Add back: Amortization - bond premium	165,024	
Net expenses	<u>5,987,812</u>	
Number of days	365	
Cash used per day	<u>\$ 16,405</u>	
Cash and cash equivalents at year end	<u>\$ 27,971,347</u>	=
Cash used per day	<u>\$ 16,405</u>	1,705

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY

Consolidating Statement of Financial Position

As of June 30, 2025

	The School	Friends of ALCS	Eliminations	Consolidated
<u>Assets</u>				
Current assets				
Cash and cash equivalents	\$ 873,674	\$ -	\$ -	\$ 873,674
Investments	27,097,673	-	-	27,097,673
Grants receivable	401,480	-	-	401,480
Total current assets	28,372,827	-	-	28,372,827
Property and equipment, net	3,654,921	41,601,404	-	45,256,325
Other assets				
Operating lease assets	76,467	-	-	76,467
Investment in Friends of ALCS	30,748,049	-	(30,748,049)	-
Restricted cash and escrow reserves	86,424	2,527,182	-	2,613,606
Total assets	\$ 62,938,688	\$ 44,128,586	\$ (30,748,049)	\$ 76,319,225
<u>Liabilities and Net Assets</u>				
Current liabilities				
Accounts payable and accrued expenses	\$ 283,954	\$ -	\$ -	\$ 283,954
Accrued salaries and other payroll-related expenses	358,489	-	-	358,489
Construction cost payable	-	377,165	-	377,165
Bonds payable - current portion	-	1,040,000	-	1,040,000
Accrued interest	-	84,190	-	84,190
Short-term operating lease liabilities	28,276	-	-	28,276
Refundable advances	113,680	-	-	113,680
Total current liabilities	784,399	1,501,355	-	2,285,754
Long-term liabilities				
Long-term operating lease liabilities	48,191	-	-	48,191
Bonds payable, less current portion, net	-	14,098,859	-	14,098,859
Total long term liabilities	48,191	14,098,859	-	14,147,050
Total liabilities	832,590	15,600,214	-	16,432,804
Net assets				
Undesignated	62,019,674	28,528,372	(30,748,049)	59,799,997
Reserve - contingency	86,424	-	-	86,424
Total net assets without donor restrictions	62,106,098	28,528,372	(30,748,049)	59,886,421
Total liabilities and net assets	\$ 62,938,688	\$ 44,128,586	\$ (30,748,049)	\$ 76,319,225

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY

Consolidating Statement of Financial Position

As of June 30, 2024

	The School	Friends of ALCS	Eliminations	Consolidated
<u>Assets</u>				
Current assets				
Cash and cash equivalents	\$ 370,030	\$ -	\$ -	\$ 370,030
Investments	23,813,376	-	-	23,813,376
Grants receivable	2,810,971	-	-	2,810,971
Total current assets	26,994,377	-	-	26,994,377
Property and equipment, net	3,812,448	42,196,169	-	46,008,617
Other assets				
Operating lease assets	25,864	-	-	25,864
Investment in Friends of ALCS	29,019,371	-	(29,019,371)	-
Interest receivable	149,245	-	-	149,245
Restricted cash and escrow reserves	83,534	3,766,489	-	3,850,023
Total assets	<u>\$ 60,084,839</u>	<u>\$ 45,962,658</u>	<u>\$ (29,019,371)</u>	<u>\$ 77,028,126</u>
<u>Liabilities and Net Assets</u>				
Current liabilities				
Accounts payable and accrued expenses	\$ 315,997	\$ -	\$ -	\$ 315,997
Accrued salaries and other payroll-related expenses	447,834	-	-	447,834
Construction cost payable	-	1,573,614	-	1,573,614
Bonds payable - current portion	-	1,000,000	-	1,000,000
Accrued interest	-	25,009	-	25,009
Short-term operating lease liabilities	8,732	-	-	8,732
Refundable advances	68,992	-	-	68,992
Total current liabilities	841,555	2,598,623	-	3,440,178
Long-term liabilities				
Long-term operating lease liabilities	17,132	-	-	17,132
Bonds payable, less current portion, net	-	15,242,723	-	15,242,723
Total long term liabilities	17,132	15,242,723	-	15,259,855
Total liabilities	858,687	17,841,346	-	18,700,033
Net assets				
Undesignated	59,142,618	28,121,312	(29,019,371)	58,244,559
Reserve - contingency	83,534	-	-	83,534
Total net assets without donor restrictions	59,226,152	28,121,312	(29,019,371)	58,328,093
Total liabilities and net assets	<u>\$ 60,084,839</u>	<u>\$ 45,962,658</u>	<u>\$ (29,019,371)</u>	<u>\$ 77,028,126</u>

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY

Consolidating Statement of Activities

For the year ended June 30, 2025

	The School	Friends of ALCS	Elimination	Consolidated
Operating revenue and other support				
State and local per pupil operating revenue				
General education	\$ 6,488,634	\$ -	\$ -	\$ 6,488,634
Special education	329,165	-	-	329,165
Total state and local per pupil operating revenue	6,817,799	-	-	6,817,799
Grants, contract and other support				
Federal grants	846,420	-	-	846,420
State and local grants	30,389	-	-	30,389
Contributions	98,560	-	-	98,560
Investment income	709,388	138,666	-	848,054
Total operating revenue and other support	8,502,556	138,666	-	8,641,222
Expenses				
Program expenses				
Regular education	4,354,947	1,247,979	-	5,602,926
Special education	332,890	77,520	-	410,410
Total program expenses	4,687,837	1,325,499	-	6,013,336
Supporting services				
Management and general	934,773	134,785	-	1,069,558
Total program and supporting services expenses	5,622,610	1,460,284	-	7,082,894
Change in net assets	2,879,946	(1,321,618)	-	1,558,328
Net assets without donor restrictions - beginning of year	59,226,152	28,121,312	(29,019,371)	58,328,093
Capital contribution	-	1,728,678	(1,728,678)	-
Net assets without donor restrictions - end of year	<u>\$ 62,106,098</u>	<u>\$ 28,528,372</u>	<u>\$ (30,748,049)</u>	<u>\$ 59,886,421</u>

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY

Consolidating Statement of Activities

For the year ended June 30, 2024

	The School	Friends of ALCS	Elimination	Consolidated
Operating revenue and other support				
State and local per pupil operating revenue				
General education	\$ 7,059,011	\$ -	\$ -	\$ 7,059,011
Special education	245,440	-	-	245,440
Total state and local per pupil operating revenue	7,304,451	-	-	7,304,451
Grants, contract and other support				
Federal grants	3,014,667	-	-	3,014,667
State and local grants	35,967	-	-	35,967
Contributions	76,793	-	-	76,793
Investment income	1,194,771	337,745	-	1,532,516
Total operating revenue and other support	11,626,649	337,745	-	11,964,394
Expenses				
Program expenses				
Regular education	4,326,738	455,624	-	4,782,362
Special education	257,613	28,301	-	285,914
Total program expenses	4,584,351	483,925	-	5,068,276
Supporting services				
Management and general	1,260,942	49,210	-	1,310,152
Total program and supporting services expenses	5,845,293	533,135	-	6,378,428
Change in net assets	5,781,356	(195,390)	-	5,585,966
Net assets without donor restrictions - beginning of year	53,444,796	26,781,233	(27,483,902)	52,742,127
Capital contribution	-	1,535,469	(1,535,469)	-
Net assets without donor restrictions - end of year	<u>\$ 59,226,152</u>	<u>\$ 28,121,312</u>	<u>\$ (29,019,371)</u>	<u>\$ 58,328,093</u>

Independent Auditor’s Report on Internal Control over Financial Reporting and on Compliance and Other Matters based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

To the Board of Trustees of
Academic Leadership Charter School and Subsidiary

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 consolidated financial statements of Academic Leadership Charter School and Subsidiary, which comprise the consolidated statement of financial position as of June 30, 2025, and the related consolidated statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the consolidated financial statements, and have issued our report thereon dated October 28, 2025.

Report on internal control over financial reporting

In planning and performing our audit of the consolidated financial statements, we considered Academic Leadership Charter School and Subsidiary’s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the consolidated financial statements, but not for the purpose of expressing an opinion on the effectiveness of Academic Leadership Charter School and Subsidiary’s internal control. Accordingly, we do not express an opinion on the effectiveness of Academic Leadership Charter School and Subsidiary’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 consolidated financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

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

Report on compliance and other matters

As part of obtaining reasonable assurance about whether Academic Leadership Charter School and Subsidiary's consolidated 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 consolidated 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 an instance of noncompliance that is required to be reported under *Government Auditing Standards* and which is described in the accompanying schedule of findings and questioned costs as Finding No. 2025-001.

Academic Leadership Charter School and Subsidiary's response to the finding

Government Auditing Standards requires the auditor to perform limited procedures on Academic Leadership Charter School and Subsidiary's response to the finding identified in our audit and described in the accompanying schedule of findings and questioned costs. Academic Leadership Charter School and Subsidiary's response was not subjected to the other auditing procedures applied in the audit of the consolidated financial statements and, accordingly, we express no opinion on the response.

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.

NChang LLP

New York, New York
October 28, 2025

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY

Schedule of Findings and Questioned Costs

For the year ended June 30, 2025

Finding No. 2025-001 – Teacher certification (Repeat of 2024-001)

Criteria: Teachers must be certified. However, there is a teacher certification exemption that allows charter schools to have uncertified teachers for 30% of their teaching staff, or 5 teachers, whichever is less. The charter schools can also have an additional 10 uncertified teachers provided that five of these teachers are teaching math, science, computer science, technology, or career and technical education.

Condition: The number of the School’s uncertified teachers exceeds the maximum uncertified teachers allowed.

Cause: There has been a pronounced shortage of teachers that affects hiring in NYC and nationwide. The pandemic has exacerbated this situation. That said, given the school’s best efforts, the School did not hire enough certified teachers. The School did not enforce that returning teachers remain current with their certification.

Effect: The School is not compliant with federal and state regulations that all teachers are New York certified, except for the exemptions noted above.

Recommendation: We recommend that the School hire teachers who are New York State certified in the subject and grade level for their assignment.

Questioned costs: N/A

Views of Responsible Officials: The School’s management agrees with this finding.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY

Summary Schedule of Prior Audit Findings

For the year ended June 30, 2025

Finding No. 2024-001 – Teacher certification

Criteria: Teachers must be certified. However, there is a teacher certification exemption that allows charter schools to have uncertified teachers for 30% of their teaching staff, or 5 teachers, whichever is less. The charter schools can also have an additional 10 uncertified teachers provided that five of these teachers are teaching math, science, computer science, technology, or career and technical education.

Condition: The number of the School’s uncertified teachers exceeds the maximum uncertified teachers allowed.

Cause: There has been a pronounced shortage of teachers that affects hiring in NYC and nationwide. The pandemic has exacerbated this situation. That said, given the school’s best efforts, the School did not hire enough certified teachers. The School did not enforce that returning teachers remain current with their certification.

Effect: The School is not compliant with federal and state regulations that all teachers are New York certified, except for the exemptions noted above.

Recommendation: We recommend that the School hire teachers who are New York State certified in the subject and grade level for their assignment.

Questioned costs: N/A

Views of Responsible Officials: The School’s management agrees with this finding.

ACADEMIC LEADERSHIP CHARTER SCHOOL AND SUBSIDIARY

Summary Schedule of Prior Audit Findings

For the year ended June 30, 2025

Finding No. 2024-002 - Late filing for revised final expenditure report

Criteria: The revised final expenditure report for Elementary and Secondary School Emergency Relief Fund (ESSER II) should be filed timely.

Condition: The revised final expenditure report and related supporting documents were not completed by due date.

Cause: The School’s finance department and grant consultants needed more time to analyze and reconcile the grant. The revised final expenditures report and related supporting documents were not completed by due date.

Effect: The School could not receive the reimbursement of \$476,299 for the eligible expenses.

Recommendation: We recommend that major government grant be analyzed and reconciled on a regular basis (at least quarterly) throughout the fiscal year.

Questioned costs: N/A

Views of Responsible Officials: The School’s management agrees with this finding.

Current status Effective November 2024, the School has established a grant management calendar to track all grant-related deadlines, including submission dates for final expenditure report. This is handled by Leena Thomas (School Principal), Sonia Kurup (Director of Operations) and by BoostED Finance (School's Back Office Business Services provider).

Effective November 2024, the School’s management will conduct quarterly reviews of the grant expenditures and budget alignments for the major government grants. This is handled by Leena, Sonia Kurup and by BoostED Finance.