

SCHOOL DISTRICT NAME: Woodley Leadership Academy
MONTHLY DEFICIT ELIMINATION PLAN REPORT
FOR THE MONTH ENDING: 5/31/2021

Acct Codes		2020-21 Budget/DEP	Actual Year-to Date	Projected To-Year-End	Total Projected	Variance	% Variance	Variance Explanation
	Beginning Fund Equity	-211,126.60	-211,126.30		(\$211,126)	\$0	0.00%	
	Add: Revenues							
11X	Local Sources	\$23,697.30	\$5,266.62	\$18,430.68	\$23,697	\$0	0.00%	Verifying E-Rate Revs Update on Final Amendment
51X	Local Rec'd Thru Other Public Schl	\$0.00	\$0.00	\$0.00	\$0	\$0	0.00%	
2xx	Local Thru Other Political Sub	\$0.00	\$0.00	\$0.00	\$0	\$0	0.00%	
3xx	State Sources	\$1,750,917.84	\$1,307,383.14	\$443,534.70	\$1,750,918	\$0	0.00%	
4xx	Federal Sources	\$312,970.00	\$201,034.69	\$111,935.31	\$312,970	\$0	0.00%	
52x-6xx	Incoming Transfers & Other	\$1,015.69	\$0.00	\$1,015.69	\$1,016	\$0	0.00%	
	Total Current Year Revenues	\$2,088,600.83	\$1,513,684.45	\$574,916.38	\$2,088,601	\$0	0.00%	
	TOTAL RESOURCES AVAILABLE	\$1,877,474.23			\$1,877,475	\$0	0.00%	
	Less: Expenditures							
1xx	Classroom Instruction	\$758,558.41	\$545,259	\$213,299	\$758,558	\$0	0.00%	
	Support Services:							
21x	Pupil Support	\$106,488.27	\$34,469	\$72,020	\$106,488	\$0	0.00%	Verifying Clinician Services
22x	Instructional Staff Supp	\$111,539.87	\$149,031	(\$37,492)	\$111,540	\$0	0.00%	Dir of Academics adjust on Final Forecast
23x	General Admin.	\$363,477.62	\$349,504	\$13,974	\$363,478	\$0	0.00%	
24x	School Admin.	\$188,828.29	\$181,229	\$7,599	\$188,828	\$0	0.00%	
25x	Business Admin.	\$6,311.80	\$8,990	(\$2,678)	\$6,312	\$0	0.00%	Reclassify Insurance on Final Amendment
26x	Oper/Maintenance	\$348,342.47	\$306,313	\$42,029	\$348,342	(\$0)	0.00%	Reclassify Insurance on Final Amendment
27x	Transportation	\$98,752.50	\$112,522	(\$13,770)	\$98,753	\$0	0.00%	
28x	Central Admin.	\$104,301.30	\$102,307	\$1,995	\$104,301	\$0	0.00%	Marketing ahead of budget
29x	Other	\$0.00	\$0	\$0	\$0	\$0	0.00%	
3xx	Community Services	\$2,000.00	\$0	\$2,000	\$2,000	\$0	0.00%	
41,42,43	Outgoing Transfers	\$0.00	\$0	\$0	\$0	\$0	0.00%	
45x	Building Improvement Services	\$0.00	\$0	\$0	\$0	\$0	0.00%	
51x	Debt Service	\$0.00	\$0	\$0	\$0	\$0	0.00%	
6xx	Fund Modifications	\$0.00	\$0	\$0	\$0	\$0	0.00%	
	TOTAL EXPEND. & OUTGOING TRNSFRS	\$2,088,600.53	\$1,789,624	\$298,977	\$2,088,601	\$0	0.00%	
	ENDING FUND BALANCE	-211,126.30			(\$211,126)	\$0	0.00%	

Narrative: Please provide a brief explanation of the accomplishments and/or barriers in implementing your DEP this month. Are there any areas where the department may provide assistance?

For the most part WLA is on target with revenue and expenditure expectations. There are only a few noticable YTD variances that may require an adjustment to forecast in future periods: E-Rate revenue, Marketing, and Instructional Staff Support. Current enrollments are stable and re-enrollments for FY22 are 94.9% complete and verified. Marketing efforts are under way to seek new enrollments as well.

Woodley Leadership Academy Deficit Elimination Plan		2019-20 Budget/Actual	2020-21 Budget/DEP	Prior Year Difference	2021-22 Estimated	Prior Year Difference	2022-23 Estimated	Prior Year Difference	2023-24 Estimated	Prior Year Difference	2024-25 Estimated	Prior Year Difference
Beginning Fund Balance		\$0.00	-\$211,126.60		-\$211,126.30		-\$200,265.47		-\$184,312.68		\$98,602.87	
Revenue	Code											
Local Revenue	1xx	\$2,529.30	\$23,697.30	836.91%	\$23,697.30	0.00%	\$23,697.30	0.00%	\$23,697.30	0.00%	\$23,697.30	0.00%
Local Received Through Another Public School	51x	\$0.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
Other Political Subdivision	2xx	\$0.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
State Revenue	3xx	\$1,362,414.03	\$1,750,917.84	28.52%	\$2,008,311.27	14.70%	\$2,340,318.07	16.53%	\$2,539,742.75	8.52%	\$2,749,781.94	8.27%
Federal Revenue	4xx	\$124,411.21	\$312,970.00	151.56%	\$125,202.00	-60.00%	\$125,540.86	0.27%	\$125,886.50	0.28%	\$126,239.05	0.28%
Other Financing Sources	52x-6xx	\$1,015.69	\$1,015.69	0.00%	\$1,066.47	5.00%	\$1,119.80	5.00%	\$1,175.79	5.00%	\$1,234.58	5.00%
Total Revenue	xxx	\$1,490,370.23	\$2,088,600.83	40.14%	\$2,158,277.04	3.34%	\$2,490,676.03	15.40%	\$2,690,502.34	8.02%	\$2,900,952.87	7.82%
Expenditure												
Instruction (1xx)												
Basic Programs	11x	\$421,424.78	\$449,071.57	6.56%	\$501,882.73	11.76%	\$557,472.71	11.08%	\$614,227.18	10.18%	\$671,171.68	9.27%
Added Needs	12x	\$163,584.81	\$309,486.84	89.19%	\$271,880.75	-12.15%	\$273,300.03	0.52%	\$274,751.59	0.53%	\$276,236.20	0.54%
Adult and Continued Education	13x	\$0.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
Total Instruction	1xx	\$585,009.59	\$758,558.41	29.67%	\$773,763.48	2.00%	\$830,772.74	7.37%	\$888,978.77	7.01%	\$947,407.88	6.57%
Support Services (2xx)												
Pupil	21x	\$105,286.83	\$106,488.27	1.14%	\$99,958.27	-6.13%	\$102,845.77	2.89%	\$105,877.64	2.95%	\$109,061.11	3.01%
Instructional Staff	22x	\$62,952.95	\$111,539.87	77.18%	\$85,033.91	-23.76%	\$86,383.91	1.59%	\$87,801.41	1.64%	\$89,289.79	1.70%
General Administration	23x	\$267,499.33	\$363,477.62	35.88%	\$478,028.66	31.52%	\$633,796.02	32.59%	\$475,966.63	-24.90%	\$513,662.12	7.92%
School Administration	24x	\$191,847.55	\$188,828.29	-1.57%	\$192,100.51	1.73%	\$198,230.86	3.19%	\$204,593.70	3.21%	\$211,199.03	3.23%
Business	25x	\$6,429.05	\$6,311.80	-1.82%	\$6,627.39	5.00%	\$6,958.76	5.00%	\$7,306.70	5.00%	\$7,672.03	5.00%
Operations and Maintenance	26x	\$343,696.46	\$348,342.47	1.35%	\$355,619.59	2.09%	\$451,736.57	27.03%	\$464,963.40	2.93%	\$473,091.57	1.75%
Transportation	27x	\$99,128.64	\$98,752.50	-0.38%	\$126,032.63	27.62%	\$132,334.26	5.00%	\$138,950.97	5.00%	\$173,688.72	25.00%
Central	28x	\$26,853.67	\$104,301.30	288.41%	\$28,251.77	-72.91%	\$29,664.35	5.00%	\$31,147.57	5.00%	\$32,704.95	5.00%
Other Support Services	29x	\$0.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
Total Support Services	2xx	\$1,103,694.48	\$1,328,042.12	20.33%	\$1,371,652.73	3.28%	\$1,641,950.50	19.71%	\$1,516,608.02	-7.63%	\$1,610,369.32	6.18%
Community Services	3xx	\$0.00	\$2,000.00	100.00%	\$2,000.00	0.00%	\$2,000.00	0.00%	\$2,000.00	0.00%	\$2,000.00	0.00%
Outgoing Transfers & Other Uses	41x-43x	\$12,792.76	\$0.00	-100.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
Building Improvement Services	45x	\$0.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
Debt Service	51x	\$0.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
Fund Modifications	6xx	\$0.00	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
Total Expenditure		\$1,701,496.83	\$2,088,600.53	22.75%	\$2,147,416.21	2.82%	\$2,474,723.24	15.24%	\$2,407,586.79	-2.71%	\$2,559,777.20	6.32%
Revenue less Expenditure		-\$211,126.60	\$0.30	-100.00%	\$10,860.83	#####	\$15,952.79	46.88%	\$282,915.55	1673.45%	\$341,175.67	20.59%
Ending Fund Balance		-\$211,126.60	-\$211,126.30	0.00%	-\$200,265.47	-5.14%	-\$184,312.68	-7.97%	\$98,602.87	-153.50%	\$439,778.54	346.01%
Student FTE		158.09	184.30	16.58%	213.75	15.98%	249.60	16.77%	266.00	6.57%	285.00	7.14%
Foundation Allowance		8,111.00	8,111.00	0.00%	8,273.00	2.00%	8,439.00	2.01%	8,607.00	1.99%	8,780.00	2.01%
Total Staff FTE		17.00	18.00	5.88%	20.00	11.11%	21.00	5.00%	22.00	4.76%	23.00	4.55%

Purpose	Please enter a narrative for each fiscal year the district begins in deficit. This will give context to the projected revenues/expenditures in the DEP and provide an explanation of how the deficit will be eliminated. Please provide as much detail as possible on the strategies the district will implement to eliminate the deficit, including information on contract negotiations, staff reductions, wage concessions, programming cuts, classroom sizes, etc.
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2020-21	Woodley LA adopted a 1st Amended Budget for FY21 on December 8, 2020. The amendment accounted for a blended FTE of 184.30 with state revenue sources of approximately \$9500/FTE(given foundation amount of \$8111/FTE and At Risk carryover funding). Federal revenues were inclusive of the current year Title allowances, carryover Title funds from FY20, and Federal funding for COVID-19 Emergency costs (CARES, ESSER, GEER, CRF - \$179K). Budgeted increase in revenues YOY is approximately \$600K. In terms of expense, the amendment reflects a 2.35 reduction in Instructional staffing FTEs and an increase of .5 FTEs for Special Education staffing. Offsetting expenses were planned for COVID-19 funding allowances in the areas of technology, ppe, online learning application and virtual instruction, building cleaning costs, and professional development. The management agreement with Accel Schools LLC is to be amended to allow for a current year reduction in fees of approximately \$96K, which under the current agreement is the amount agreed to by WLA to pay for start up costs of the academy in addition to the base management fee rate. The amendment to the management agreement will include the increase for startup fees in FY23. The transportation contract will be renegotiated to account for reduced service needs in FY21 due to implementing a condensed face-to-face instruction schedule during the pandemic. The budget savings is expected to be at least \$27K. Overall, the amended budget revenues are estimated to equal expenditures for FY21. One other note: Marketing efforts will begin in early spring 2021 to re-enroll and enroll students for the FY22 Fall term.
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2021-22	The forecast for FY22 was prepared with a target enrollment of 225 students that would equate to an estimated 213.75 paid FTEs, or an increase of approximately 30 FTEs from FY21. The school's marketing plan will include various means of reaching out to the community, such as advertising on social media, radio, and television, door-to-door campaigns, open houses and other promotional events. The state aid foundation allowance was budgeted with a 2% increase from \$8111/pupil in FY21 to \$8273/pupil in FY22, or \$162/pupil. Given that, State revenues are projected increase by 14.7% YOY. Federal revenues decrease significantly in FY22 due to the non-recurring nature of the COVID-19 emergency funding and a return to standard allowances for carryover of Title funds from the previous year. Overall, revenues are expected to increase by approximately 3.3%. The approach to expenditures included an increase of 1 FTE for instructional staff to support the needs of the additional 30 targeted enrollments. As is true for revenues, many reductions in expenses relate to COVID funding and Title carryovers not recurring in FY22. We see this in areas such as Added Needs, Support Services for Instructional Staff, Support Services Central (technology related), and supply costs. Two areas of significant increase in costs are General Administration and Operations & Maintenance. In General Administration, this is due to increased Sponsor fees and management fees which adjust with enrollment and increased revenues. In Operations & Maintenance the increase relates to the lease agreement and incremental cost of reaching 225 students. Otherwise, most expenses were adjusted appropriately for the change in enrollment and inflation. Note that <u>transportation costs return to full service in FY22 for the hopeful return to full-time, face-to-face instruction. The academy is projected to end the fiscal year with a surplus of \$10,861.</u>
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2022-23	The forecast for FY23 reflects a continuation of the revenues assumptions of FY22. Targeted enrollment is set for 260 students, with a blended FTE of approximately 249.60 for state aid. The foundation allowance was conservatively increased by 2% to \$8439, or \$166 per pupil. The combined increase due to enrollments and funding allowance leads state revenues to a 16.5% increase YOY, or \$332K. Federal Revenues and Expenditures were held flat YOY. Overall revenues are expected to increase by 15.4%. Again marketing efforts in the early spring of 2022 for Fall enrollments of FY23 will be aggressively pursued to meet or exceed the target. With the targeted increase in enrollment of 30 students, the Instructional staff was increased by 1 FTE to maintain an average class-size of 25 students. The proposed FY21 amended management agreement would include additional service fees in FY23 along with the increase in fees based on the base fee % defined in the agreement times eligible revenues. Sponsor fees are also predicted to increase with revenue projections. The facility lease at an enrollment of 260 students calls for an increment in rent costs as well. Other expenditures were adjusted based on historical trends, enrollment needs, and inflation. The Academy is expected to achieve a surplus of \$15K in FY23 which continues the deficit reduction trend YOY.
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2023-24	FY24 is the fiscal period in which the academy expects to fully eliminate the deficit fund balance reported in FY20. This will be achieved by targeting enrollment of 280 students, with an estimated blended FTE of 266 (an increase of 16.4 from FY23). Continued growth in programming and quality of learning services will be emphasized to aid in the marketing of new students as well as retaining existing students. State revenues were increased in the forecast by assuming a 2% increase in foundation allowance, taking per pupil funding from \$8439 to \$8607 (an increase of \$173/pupil). Overall revenues increased by 8% from the prior fiscal year forecast. On the expenditure side, once again, an additional FTE was added to accommodate for the up-tick in enrollments of 20 students. Given the repayment of start-up management fees in FY23, general administration expense is expected to decline by 24.9% in FY24 under the base rate applicable for fees in the agreement. All other expenses increased moderately for historical trends, enrollment needs, and inflation. The Academy is expected to achieve a surplus of \$282K in FY24 which would eliminate the estimated negative Fund Balance carried in from FY23 of \$184K and result in a positive ending Fund Balance of \$98K.
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2024-25	FY25 forecast provided for reference of continuation of services. The same basic assumptions apply as noted in previous years with a 2% increase in state aid foundation allowance, 1 FTE of staffing added to meet the needs of the additional 20 students targeted to reach 300, other expenses adjusted per contracts, historical trends, enrollment changes, and inflation.
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2025-26	
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2026-27	
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2027-28	
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Contact Information

District Information	
District Name	Woodley Leadership Academy
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