

**IDEA Louisiana (Baton Rouge) 2020-21 Pro forma**

IDEA Louisiana	2019-20 PRO FORMA	PER ADA	% Chg	ORIGINAL 2020-21 PRO FORMA	PER ADA	% Chg	CURRENT 2020-21 PRO FORMA	PER ADA	% Chg
	BASE CASE +	1,283	34%	BASE CASE +	1,788	39%	BASE CASE +	1,704	33%
STATE REVENUE	14,380,344	11,208	31%	19,397,128	10,849	35%	17,376,702	10,198	21%
ALL OTHER REVENUE	4,764,286	3,713	20%	5,169,626	2,891	9%	5,520,555	3,240	16%
<b>TOTAL REVENUE</b>	<b>19,144,629</b>	<b>14,922</b>	<b>28%</b>	<b>24,566,755</b>	<b>13,740</b>	<b>28%</b>	<b>\$ 22,897,257</b>	<b>13,437</b>	<b>20%</b>
CAMPUS EXPENSES (Staff Contracted)	6,869,455	5,354	56%	7,728,993	4,323	13%	7,553,673	4,433	10%
<i>Bonus</i>	344,966	193	108%	377,270	211	9%	95,527	56	-72%
CAMPUS (Discretionary)	1,994,454	1,555	-21%	2,461,709	1,377	23%	2,009,539	1,179	1%
AUXILIARY CAMPUS (Staff Contracted)	1,269,783	990	45%	1,342,801	751	6%	1,342,801	788	6%
AUXILIARY CAMPUS (Discretionary)	1,067,061	832	38%	1,538,057	860	44%	1,783,294	1,047	67%
<i>Facilities Leases</i>	2,664,810		14%	2,151,195	1,203	-19%	2,151,195	1,262	-19%
<i>Bus Leases</i>	156,600	88		182,700	102	17%	182,700	107	17%
<i>Due to IPS</i>		-		1,500,000	839	0%	1,500,000	880	
REGIONAL EXPENSES (Staff Contracted)	1,475,436	1,150	61%	1,994,644	1,116	35%	1,537,601	902	4%
<i>Bonus</i>	165,925	93	45%	172,685	97	4%	43,725	26	-74%
REGIONAL EXPENSES (Discretionary)	224,467	175	-49%	264,467	148	18%	246,197	144	10%
NATIONAL EXPENSES (Discretionary)	342,708	267	-22%	522,708	292	53%	522,708	307	53%
CNP EXPENSES (Staff Contracted Servi	462,954	361	15%	677,051	379	46%	677,051	397	46%
CNP EXPENSES (Discretionary)	910,858	710	59%	1,237,549	692	36%	1,237,549	726	35.87%
<i>Management Fee (SOLA)</i>	719,017	710	-45%	969,856	542	35%	868,835	510	20.84%
<b>TOTAL EXPENSES</b>	<b>\$ 18,668,493</b>	<b>14,551</b>	<b>26%</b>	<b>\$ 23,121,685</b>	<b>12,932</b>	<b>24%</b>	<b>\$ 21,752,394</b>	<b>12,765</b>	<b>16.52%</b>
OPERATING INCOME	\$ 476,136			\$ 1,445,069			\$ 1,144,863		
OPERATING INCOME TARGET	\$ 574,339			\$ 1,228,338			\$ 1,144,863		
Amount over/(under) target	(98,203)			216,732			0		



**IDEA Louisiana (Baton Rouge) 2020-21 Pro forma Walk Forward**

Cumulative Total	Amount	5.1.20 IDEA Louisiana (Baton Rouge) 2020-21 Pro forma Walk Forward
		<b>CONFIRMED UPDATES IN GREEN</b>
216,732		<b>Original Base Case Difference from Operating Income Target of \$1.2M, 5% of Revenue (\$216,732 at \$1,445,069)</b>
		<b>Revenue Reductions</b>
(694,542)	(911,274)	Proposed reduction to enrollment in 2020-21 84 students, 4.7% enrollment from 1,788 to 1,704
(1,803,694)	(1,109,151)	6% Reduction to Minimum Foundation Program (MFP), state and local revenue (assuming 1,704 enrollment)
		<b>Expense Increases</b>
(1,870,944)	(67,250)	ELA Curriculum Manager, RAP5 Low at 80% (3rd Curriculum Manager)
		<b>Revenue and Operating Income Target Enhancement</b>
(1,769,922)	101,021	Decrease to Operating Income Due to Lower Revenue (5% of \$2M Reduction)
		<b>Expense Reductions</b>
(1,643,590)	126,332	New Regional - 2 FTEs at 87% (HR Manager, Project Manager)
(1,567,921)	75,669	Existing Regional Director of Instructional Coaching (moving to Principal role, not backfilling) - 1 FTE
(1,471,534)	96,387	New Principal in Residence - 1 FTE (4 FTEs to 3 FTEs)
(1,366,394)	105,140	Reduction to Principal Discretionary Budgets, Under enrollment by 84 ADA
(1,019,364)	347,030	20% Reduction to Principal Discretionary Budgets per ADA
(469,409)	549,955	Freeze all bonus, performance pay and incentive pay (80% attainment)
(439,866)	29,543	Teacher Step Increase
(273,084)	166,782	3% Merit Increase from 2019-20 to 2020-21 for all permanent staff
(28,908)	244,175	UP (Baton Rouge 3) 13% Contribution to Regional Staff based on 336 ADA
183,132	212,040	Reduction of Co-Teachers (6) Currently Vacant
358,452	175,320	Reduction of Elective Teachers (3)
533,772	175,320	Reduction of 1 teacher per section short enrollment (3)
700,406	166,634	Reduction to Marketing up to \$166,634 (from \$216,634 to as low as \$50,000)
		<b>Potential Revenue Enhancements</b>
	Pending	CARES Act Funding, anticipated payment to EBR 5/8
		<b>Potential Expense Reductions</b>



	1,500,000	Due to IPS
	Pending	Reduction to NIFDI
<b>Cumulative Total</b>	<b>Amount</b>	<b>5.10.20 IDEA Louisiana (Baton Rouge) 2020-21 Pro forma Walk Forward</b>
		<b>CONFIRMED UPDATES IN GREEN</b>
216,732		<b>Original Base Case Difference from Operating Income Target of \$1.2M, 5% of Revenue (\$216,732 at \$1,445,069)</b>
		<b>Revenue Reductions</b>
(694,542)	(911,274)	Proposed reduction to enrollment in 2020-21 84 students, 4.7% enrollment from 1,788 to 1,704
(1,803,694)	(1,109,151)	6% Reduction to Minimum Foundation Program (MFP), state and local revenue (assuming 1,704 enrollment)
		<b>Expense Increases</b>
(1,870,944)	(67,250)	ELA Curriculum Manager, RAP5 Low at 80% (3rd Curriculum Manager)
		<b>Operating Income Target Enhancement</b>
(1,769,922)	101,021	Decrease to Operating Income Due to Lower Revenue (5% of \$2M Reduction)
		<b>Expense Reductions</b>
(1,643,590)	126,332	New Regional - 2 FTEs at 87% (HR Manager, Project Manager)
(1,567,921)	75,669	Existing Regional Director of Instructional Coaching (moving to Principal role, not backfilling) - 1 FTE
(1,471,534)	96,387	New Principal in Residence - 1 FTE
(1,366,394)	105,140	Reduction to Principal Discretionary Budgets, Under enrollment by 84 ADA
(1,019,364)	347,030	20% Reduction to Principal Discretionary Budgets per ADA
(775,189)	244,175	UP (Baton Rouge 3) 13% Contribution to Regional Staff based on 336 ADA
(563,149)	212,040	Reduction of Co-Teachers (6) Currently Vacant
(387,829)	175,320	Reduction of Elective Teachers (3)
(212,509)	175,320	Reduction of 1 teacher per section short enrollment (3)
(0)	212,509	Freeze all bonus, performance pay and incentive pay (80% attainment) Up to \$549,955
		<b>Potential Revenue Enhancements</b>
	Pending	CARES Act Funding, anticipated payment to EBR 5/8
		<b>Potential Expense Reductions</b>
	1,500,000	Due to IPS
	Pending	Reduction to NIFDI



Cumulative Total	Amount	5.12.20 IDEA Louisiana (Baton Rouge) 2020-21 Pro forma Walk Forward
		<b>Revenue Enhancement</b>
283,000	283,000	CARES Act Funding
		<b>Expense and Operating Income Target Increases</b>
268,850	(14,150)	Operating Income Target Increase due to CARES Act
93,530	(175,320)	Reduction of Elective Teachers (3)
(118,510)	(212,040)	Reduction of Co-Teachers (6) Currently Vacant (Freeze)
		<b>Expense Reductions</b>
(17,489)	101,021	Management Fee Reduction (5% of State/Local Revenue)
(0)	17,489	Freeze all bonus, performance pay and incentive pay (80% attainment) Fully Funded at \$549,955, \$319,957 Currently
Total	Amount	5.27.20 IDEA Louisiana (Baton Rouge) 2020-21 Pro forma Walk Forward
		<b>COVID Adjustments</b>
		<b>Revenue Enhancement</b>
67,929	67,929	FEMA Reimbursement (75% of PPE assumptions below)
		<b>Expense Increases</b>
64,532	(3,396)	Operating Income Target Increase due to FEMA
46,262	(18,270)	3 Months of Regional Director of Instructional Coaching Compensation (RDIC) 87% to EBTR
(44,309)	(90,571)	Personal Protective Equipment, increased expense to support disinfection supplies for facilities and transportation, assumes 50% occupancy, August in-person start, and 25% of overall estimate is funded in 2019-20 (75% FEMA Reimbursement)
(198,975)	(154,666)	1:1 Student Technology Initiative (\$618K over four years for equipment, \$154K Annual Lease for 1,064 student tablets and chromebooks)
		<b>Expense Reductions</b>
(180,705)	18,270	Reduction to Executive Director Discretionary Budget for 3 Months of RDIC
(0)	180,705	Freeze all bonus, performance pay and incentive pay (80% attainment) Fully Funded at \$549,955, \$139,232 Currently

Amount	Potential Positive Levers
29,543	Teacher Step Increase
166,782	3% Merit Increase from 2019-20 to 2020-21 for all permanent staff
139,232	Freeze all bonus, performance pay and incentive pay (80% attainment) Fully Funded at \$549,955, \$139,232 Currently
175,320	Reduction of Elective Teachers (3)
212,040	Reduction of Co-Teachers (6) Currently Vacant (Freeze)
166,634	Reduction to Marketing up to \$166,634 (from \$216,634 to as low as \$50,000)

ORG	SOLA Headquarters & Regional Expenses	Original Discretionary	Updated/Notes
4220	Student Information Systems	\$10,509.00	
4400	Marketing and Communications	\$216,634.00	
5120	Primary Program	\$186,000.00	
5130	Secondary Program	\$19,800.00	<b>\$180K NIFDI Included</b>
5160	Assessments	\$12,000.00	
5181	Individualized Learning	\$5,000.00	
5230	SOLA Executive Director	\$244,467.00	<b>\$226,197 (reduced for RDIC)</b>
6100	Staff Recruitment	\$20,000.00	
6210	Teacher Advancement	\$66,765.00	
6301	Principal in Residence	\$6,000.00	

## Priority items unfunded or delayed

### Items not included in the current pro forma budget

1. Some co-teaching and operations positions based on anticipated enrollment growth
2. Reduced marketing and student recruitment investment
3. Reduced National Institute for Direct Instruction contract (supports Direct Instruction curriculum in grades K-2)
4. Regional positions removed (HR Business Manager, RDIC)
5. Reduced Principal Discretionary
6. Reduced 2 PIRs in Baton Rouge

### Items included but will be delayed

1. Raises – teacher step increases and 3% merit increases
2. Bonuses – all performance pay, incentive pay and Teacher Career Pathway

## SOLA Enrollment & PIR Assumptions

### Original Projected Enrollment:

2,236 Students  
 1,008 Bridge  
 – 4 Sections at K-8  
 780 Innovation  
 – 4 Sections at K-2, 7-8  
 – 3 Sections at 3-4  
 – 2 Sections at 6  
 448 Oscar Dunn  
 – 2 Sections at 1-2, 5  
 Principals in Residence (PIR)  
 – 4 EBTR  
 – 2 NOLA

### Current Projected Enrollment:

**2,040** Students  
 1,008 Bridge  
 – 4 Sections at K-8  
**696** Innovation  
 – 4 Sections at 1-2  
 – 3 Sections at K, 3-4, 7-8  
 – 2 Sections at 6  
**336** Oscar Dunn  
 – 2 Sections at 1-2, 5-6  
 – 1 Section at K, 3-4, 7  
 Principals in Residence (PIR)  
 – 3 EBTR  
 – 2 NOLA (Jefferson Parish  
 Funded)

## Enrollment by School

2020-21 Budgeted Enrollment	K	1	2	3	4	5	6	7	8	Total
<b>ORIGINAL</b>										
Bridge	112	112	112	112	112	112	112	112	112	1,008
Innovation	112	112	112	82	82		56	112	112	780
<b>TOTAL</b>	<b>224</b>	<b>224</b>	<b>224</b>	<b>194</b>	<b>194</b>	<b>112</b>	<b>168</b>	<b>224</b>	<b>224</b>	<b>1,788</b>
<b>CURRENT</b>										
Bridge	112	112	112	112	112	112	112	112	112	1,008
Innovation	84	112	112	82	82		56	84	84	696
<b>TOTAL</b>	<b>196</b>	<b>224</b>	<b>224</b>	<b>194</b>	<b>194</b>	<b>112</b>	<b>168</b>	<b>196</b>	<b>196</b>	<b>1,704</b>

## Principal Discretionary Budgets

CAMPUS DISCRETIONARY	20-21 Scale	20-21 Exp Per ADA	20-21 ADA	2020-21 Discretionary Operating	2020-21 Discretionary Staffing	2020-21 Total Discretionary Budget
<b>ORIGINAL</b>						
IA Bridge	IA3	\$670	672	\$458,500	\$109,545	\$568,045
IA Innovation	IA3	\$670	500	\$191,100	\$54,155	\$245,255
ICP Bridge	CP3	\$1,215	336	\$405,080	\$75,930	\$481,010
ICP Innovation	CP3	\$1,215	280	\$337,155	\$63,830	\$400,985
<b>TOTAL</b>			<b>1,788</b>	<b>\$1,391,835</b>	<b>\$303,460</b>	<b>\$1,695,295</b>
<b>CURRENT</b>						
IA Bridge	IA3	\$536	672	\$351,187	\$108,298	\$459,485
IA Innovation	IA3	\$536	472	\$246,667	\$74,237	\$320,904
ICP Bridge	CP3	\$972	336	\$318,427	\$66,669	\$385,096
ICP Innovation	CP3	\$972	224	\$212,285	\$45,703	\$257,988
<b>TOTAL</b>			<b>1,704</b>	<b>\$1,128,566</b>	<b>\$294,907</b>	<b>\$1,423,473</b>



## Regional Staff Assumptions

New Regional Staff Support:

- Math Curriculum Manager (formerly Math Coach)
- ELA Curriculum Manager