

The Regular Meeting of the Board of Trustees will begin immediately following the conclusion of the Board of Trustees Workshop but not prior to the posted start time.



WESTLAKE ACADEMY

Vision Statement

Westlake Academy inspires students to achieve their highest individual potential in a nurturing environment that fosters the traits found in the IB Learner Profile.

*Inquirers, Knowledgeable, Thinkers, Communicators, Principled,
Open-Minded, Caring, Risk-takers, Balanced and Reflective*

BOARD OF TRUSTEES MEETING

AGENDA

December 5, 2011

**WESTLAKE TOWN HALL
3 VILLAGE CIRCLE – 2ND FLOOR
WESTLAKE, TX 76262
COUNCIL CHAMBERS/MUNICIPAL COURT ROOM**

**Workshop Session 5:00 p.m.
Regular Session 6:00 p.m.**

Mission Statement

Westlake Academy is an IB World School whose mission is to provide students with an internationally minded education of the highest quality so they are well-balanced and respectful life-long learners.

Workshop Session

1. CALL TO ORDER
2. PLEDGE OF ALLEGIANCE
3. REVIEW OF CONSENT AGENDA ITEMS FROM DECEMBER 5, 2011, TRUSTEES REGULAR MEETING AGENDA.
4. DISCUSSION ITEMS
 - a. Discussion of Westlake Academy Financial Forecast, Enrollment, and Facilities' Needs.
5. BOARD RECAP / STAFF DIRECTION
6. ADJOURNMENT

Regular Session

1. CALL TO ORDER
2. **CITIZENS' PRESENTATIONS AND RECOGNITIONS:** This is an opportunity for citizens to address the Board on any matter whether or not it is posted on the agenda. The Board cannot by law take action nor have any discussion or deliberations on any presentation made to the Board at this time concerning an item not listed on the agenda. Any item presented may be noticed on a future agenda for deliberation or action.

Presentation by the MYP Science teachers regarding the "Flipped Classroom".
3. **CONSENT AGENDA:** All items listed below are considered routine by the Board of Trustees and will be enacted with one motion. There will be no separate discussion of items unless a Board member or citizen so requests, in which event the item will be removed from the general order of business and considered in its normal sequence.
 - a. Consider approval of the minutes for the meeting held on October 3, 2011.
 - b. Consider approval of **Resolution 11-23**, Establishing Regular Meeting dates for and Procedures for 2012.

4. BOARD CALENDAR

- Westlake Neighborhood Meeting for All Others
December 13, 2011; 7:00 pm – 9:00 pm;
Home of Scott & Kelly Bradley
- Westlake Academy Winter Holiday
December 19, 2011 – January 2, 2012
- Town Offices Closed
December 23 & 27, 2011
- Town Offices Closed
January 2, 2012
- 2011 Graduates IB Diploma Presentation & Lessons Learned
January 6, 2012; 2:45 pm in WA Gym
- Board of Trustee Meeting
January 9, 2012

5. **FUTURE AGENDA ITEMS:** Any Board member may request at a workshop and / or Board meeting, under "Future Agenda Item Requests", an agenda item for a future Board meeting. The Board member making the request will contact the Superintendent with the requested item and the Superintendent will list it on the agenda. At the meeting, the requesting Board member will explain the item, the need for Board discussion of the item, the item's relationship to the Board's strategic priorities, and the amount of estimated staff time necessary to prepare for Board discussion. If the requesting Board member receives a second, the Superintendent will place the item on the Board agenda calendar allowing for adequate time for staff preparation on the agenda item.

- None

6. ADJOURNMENT

ANY ITEM ON THIS POSTED AGENDA COULD BE DISCUSSED IN EXECUTIVE SESSION AS LONG AS IT IS WITHIN ONE OF THE PERMITTED CATEGORIES UNDER SECTIONS 551.071 THROUGH 551.076 AND SECTION 551.087 OF THE TEXAS GOVERNMENT CODE.

CERTIFICATION

I certify that the above notice was posted at the Town Hall of the Town of Westlake, 3 Village Circle, on December 1, 2011, by 5:00 p.m. under the Open Meetings Act, Chapter 551 of the Texas Government Code.

Kelly Edwards, Town Secretary

If you plan to attend this public meeting and have a disability that requires special needs, please advise the Town Secretary 48 hours in advance at 817-490-5710 and reasonable accommodations will be made to assist you.

Westlake Academy

Item # 2 – Pledge of Allegiance

Texas Pledge:

*"Honor the Texas
flag; I pledge
allegiance to thee,
Texas, one state under
God, one and
indivisible."*

Westlake Academy

Item # 3 – Review of Consent Agenda Items

CONSENT AGENDA: All items listed below are considered routine by the Board of Trustees and will be enacted with one motion. There will be no separate discussion of items unless a Board member or citizen so requests, in which event the item will be removed from the general order of business and considered in its normal sequence.

- a. Consider approval of the minutes for the meeting held on October 3, 2011.
- b. Consider approval of Resolution 11-23, Establishing Regular Meeting dates for and Procedures for 2012.

Westlake Academy

Item # 4 – Discussion Items

DISCUSSION ITEMS

- a. Discussion of Westlake Academy Financial Forecast, Enrollment, and Facilities' Needs.

Since the September 12, 2011 Board workshop, Staff has had numerous planning sessions, including one all-day session, to examine the campus facility needs, the Hayes Report recommendations, the phased options presented on September 12th, as well as the additional options the Board requested at that time.

Staff has also worked to identify any other options that might be viable. Each option, whether new or previously identified, has been discussed and examined by Staff within the following context:

- 1.) Does the option advance WA's vision, values, and mission?**
- 2.) Does the option achieve our Strategic Plan's desired outcomes, thus moving us closer to our Vision, Values, and Mission?**
- 3.) Does the option provide for the Academy's future financial viability (without which we cannot achieve our Vision)?**

Results of this additional Staff analysis utilizing this context will be presented to the Board at this workshop for its discussion and consideration.

It should be noted that, during the entire course of these discussions, the Staff has provided the Board with financial forecasts that show the Academy's current operating deficit, and how each option contributes to removing it or making it larger, while at the same time addressing or not addressing the campus' facilities.

APPLICABLE STRATEGIC PLAN DESIRED OUTCOME

- High Student Achievement
- Strong Parent & Community Connections
- Financial Stewardship & Sustainability
- Student Engagement – Extracurricular activities
- Effective Educators & Staff

WESTLAKE ACADEMY VALUES

- Maximizing Personal Development
- Academic Excellence*
- Respect for Self and Others*
- Personal Responsibility*
- Compassion and Understanding*

FISCAL IMPACT

- Funded Not Funded N/A

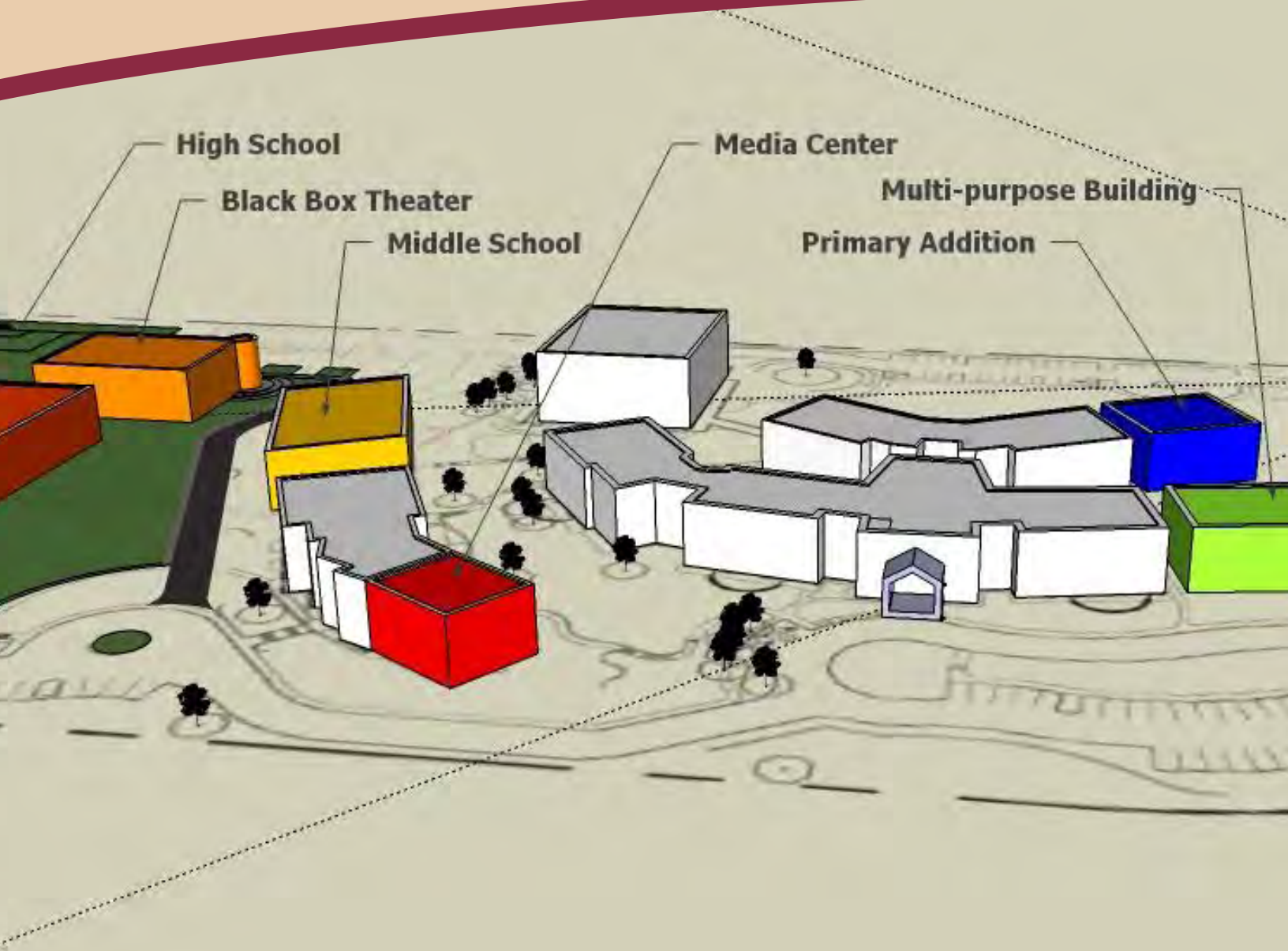
Fiscal impacts of the various options have been identified in order to facilitate the Board's deliberations on this subject at its workshops. Each of the options has varying financial impacts- some positive, some negative.

RECOMMENDATION / ACTION REQUESTED/ OPTIONS

Review the information presented followed by Board discussion, the staff recommendation, and provide direction to Staff on this topic.

ATTACHMENTS:

1. Report on Facility and Enrollment Options with Financial Forecast Analysis



Westlake Academy Expansion Option - Additional Analysis



Report Contributors

Tom Brymer – Town Manager/Superintendent

Clint Calzini – Secondary Principal

Rod Harding – Primary Principal

Ben Nibarger – Administrative Coordinator

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Introduction

In response to direction received in the September 2011, Board of Trustees meeting, regarding significant mission-specific concerns related to present facility constraints, desired curriculum improvements and financial stability; the Staff has explored numerous campus expansion options with the goal of identifying those that achieve the Board's desired outcomes. This report is the culmination of the staff's discussion and analysis pertaining to campus expansion. The following timeline outlines the actions taken by both the Board and Staff prior to this report.

Timeline

- June 2010 BOT Budget Retreat- set class size at target of twenty (20) students per section for the 2010-11 school year; total K-12 enrollment that school year was 530.
- 2010-11 School Year- implemented Phase 1 of block schedule for secondary grades.
- 2011-12 School Year- implemented Phase 2 of block schedule for secondary grades adding approximately 100 students to allow for additional secondary course offerings and teachers; bringing total K-12 enrollment to approximately 620 students.
- March 10, 2011 Board Workshop- Peter Hayes of Project Management Services presented a plan to the Board to increase student enrollment to approximately 1,200 and add \$14.4 million in improvements. Hayes also presented phased options that lengthened construction from 1 to 2 years and on-boarding from 2 to 3 years; he stated that these options were less desirable due to the significant differences in positive cash flow. Board agreed to discuss the "Hayes Plan" further at a future planning retreat. Staff presented Board with financial forecasts based on various levels of State reductions in public education funding.
- April 4, 2011 Board Workshop- Staff reviewed latest information on proposed State funding reductions for next biennium. Board directed staff to maintain class sizes at twenty (20) students per section for FY 2011-12.
- June 2011- The State of Texas confirmed reduced public education funding for Westlake Academy of approximately 5% in FY11-12 and 8% in FY 12-13.
- June 9, 2011 Board Budget Retreat- staff presented an updated draft budget for FY 11-12 (based on State reductions). Consideration given to increasing student enrollment to twenty (22) students per section, as well as further implementation of additional secondary course offerings via expanded block scheduling.
- August 12, 2011 Town Council Budget Retreat- Staff presented a Five Year CIP that included the facilities proposed by Peter Hayes; Town Council asked staff to prepare additional phased options and targeted growth models (DP expansion/marketing) for future Council/BOT discussion.
- September 12, 2011 Board Workshop – Staff presented the Board with a follow-up report and analysis on various phased approaches to facility improvements and scheduled BOT discussion for November of 2011.

Background

The 82nd Legislative session, in Texas, reduced education funding for the current biennium by \$4 billion in school funding and an additional \$1.3 billion in state education grants. This represents approximately a 7% reduction in education funding state-wide including, Westlake Academy. Richard Fisher, President and CEO of the Federal Reserve Bank of Dallas, recently stated that:

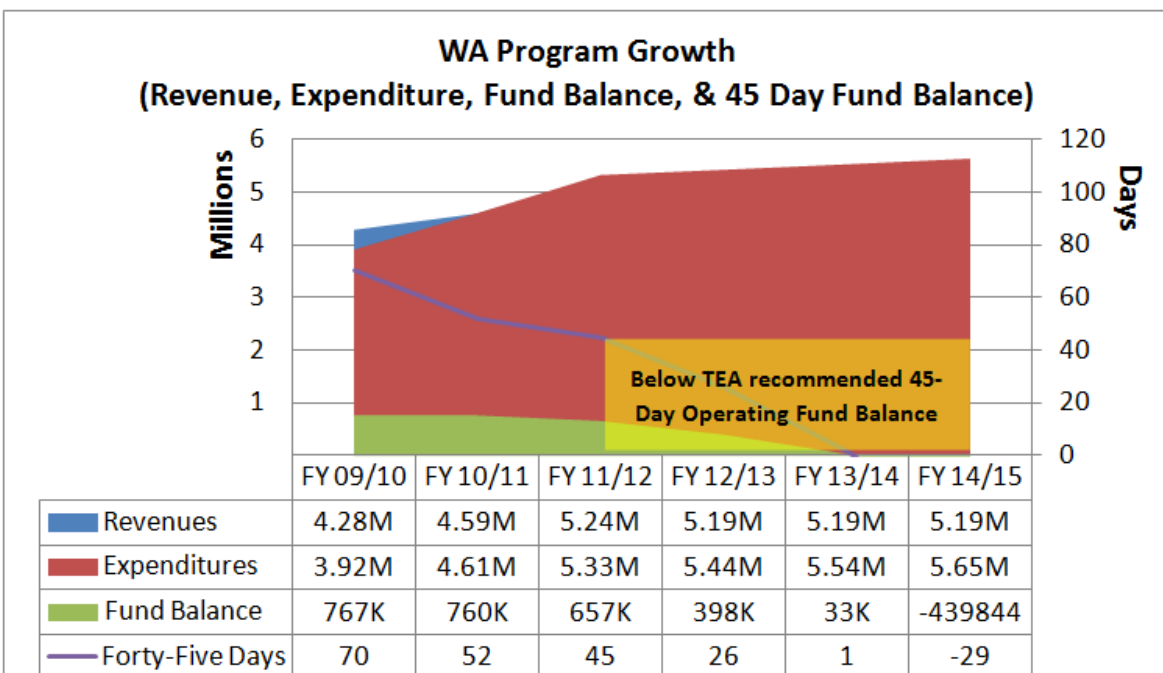
“Our Texas economy continues to face significant headwinds, including uncertainty that derives from the indecision or sometimes counterproductive decisions of the national government. And we will continue to be handicapped by low levels of construction activity, reduced state and local government spending and still moderate gains in consumer spending and demand.”

Adding to this economic uncertainty is the pending litigation between approximately 200 Texas school districts in partnership with The Texas Taxpayer and Student Fairness Coalition and the State of Texas. The Districts claim that the entire educational funding methodology utilized by the State of Texas is flawed and must be remedied; they are expecting an initial ruling from the district court in 2013. With an uncertain economic outlook and potential legal challenges to the current funding method, it is unclear what actions will be taken in the next legislative session and what possible affect they will have on Westlake Academy.

Academy Financial Outlook

The current financial forecast predicts that the Academy’s fund balance will be completely exhausted within two years. Unless revenues increase or operating costs are reduced, Westlake Academy’s estimated FY 11-12 total undesignated General Fund Balance, approximately \$650,000 will drop below the 45 operating day threshold established by policy in FY 12-13 (FY 11/12 Budget Financial Forecast).

Figure 1 – WA Program Growth



*Forty five (45) operating days balance is based on available undesignated funds

The financial trend results from multiple factors impacting the revenues and expenditures of the Academy. These factors include:

- Approximately a 7% Reduction in State education funding for FY 11/12 and 12/13
- Booking the ‘full’ cost of service (both direct and indirect operating costs) to the Academy budget.
- Increasing and capping the number of students to an average of 20 per section
- Increasing the Secondary Programme to three sections

Future Growth Forecast

As can be seen in Figure 2, the average annual increase in the cost of construction is 3.64%, and the average annual increase in the cost of doing business is 2.86%, over the last decade. In the models presented in this report the cost of inflation has been targeted at 3% and the cost of construction is based upon 2011 dollar values. Another variable that is considered is the cost associated with issuing debt; Figure 3 illustrates changes in the Municipal Bond Index from 2002 to present.

Figure 2 - Municipal & Construction Cost Index

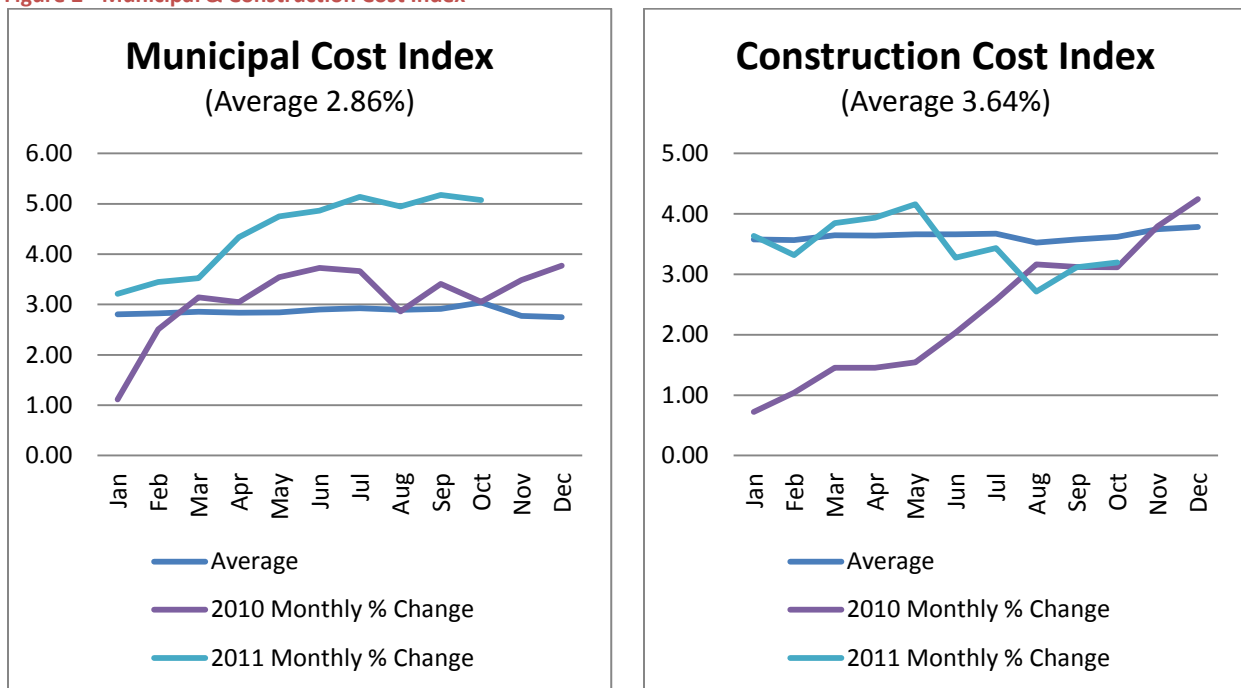
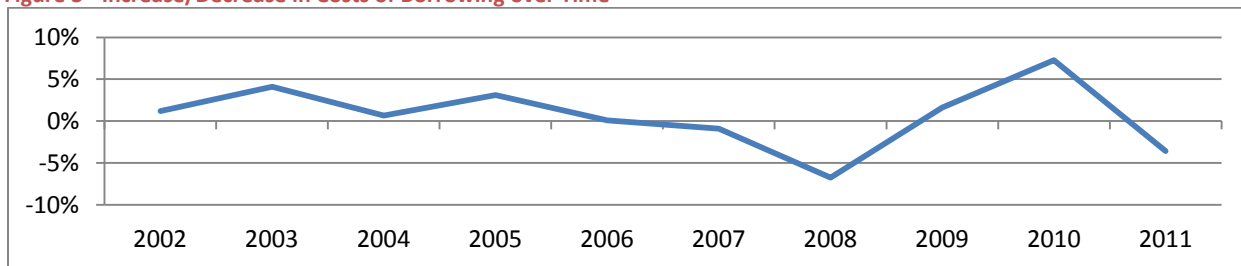


Figure 3 - Increase/Decrease in Costs of Borrowing over Time



Framework for Analysis

Through the leadership and guidance provided by the Board of Trustees, Westlake Academy has established a vision, mission and values; ultimately, these words are what guide each decision we make.

Vision

Westlake Academy inspires students to achieve their highest individual potential in a nurturing environment that fosters the traits found in the IB Learner Profile.

~Inquirers, Knowledgeable, Thinkers, Communicators, Principled, Open-minded, Caring, Risk-takers, Balanced, and Reflective~

Mission

“Westlake Academy is an IB World School whose mission is to provide students with an internationally minded education of the highest quality, so they are well-balanced and respectful life-long learners.”

Values

Maximizing Personal Development - Academic Excellence- Respect for Self and Others - Personal Responsibility - Compassion and Understanding

One of the many expressions of the Board and Staff’s dedication to continuous improvement has been the development of a strategic plan that is designed to outline how we will achieve our vision and mission while reflecting our stated values. At the heart of the strategic plan are five desired outcomes that serve as tangible results we expect to achieve.

Desired Outcomes

- High Student Achievement
- Effective Educators and Staff
- Student Engagement and Extra-curricular Activities
- Strong Parent and Community Connections
- Financial Stewardship and Sustainability

The Academy Leadership Team developed a rubric by which to measure our current levels of success at meeting our desired outcomes. This tool was created and is being used as an objective measurement for evaluating the impact of facility and enrollment growth on our stated objectives. The rubric and the evaluation tool can be seen on the following pages in Tables 1 and 2. The Academy’s leadership created this rubric by first, force-ranking the Academy’s five desired outcomes in order of precedence. The outcome of this process was the realization that Financial Stewardship and Sustainability is the foundation upon which the remaining four desired outcomes are built.

Table 1 - Desired Outcomes Rubric

Level of Success	Strategic Plan Desired Outcomes School Year 2009- 2012				
	High Student Achievement	Effective Educators and Staff	Student Engagement and Extra-curricular Activities	Strong Parent and Community Connections	Financial Stewardship and Sustainability
4	Student Achievement Exceeds Performance on Comparison Schools	100% of educators and staff are rated as effective or highly effective on their annual evaluation	100% of students are engaged in sports, the arts or academic activities	100% of Westlake Academy stakeholders are actively involved	Westlake Academy has an endowment at least 3.5 times greater than its annual operation budget
3	Student Achievement is equal to the Performance of Comparison Schools	75% of educators and staff are rated as effective or highly effective on their annual evaluation	75% of students are engaged in sports, the arts or academic activities	75% of Westlake Academy stakeholders are actively involved	Westlake Academy has an endowment 2 times greater than its annual operation budget
2	Student achievement is less successful	50% of educators and staff are rated as effective or highly effective on their annual evaluation	50% of students are engaged in sports, the arts or academic activities	50% of Westlake Academy stakeholders are actively involved	Westlake Academy's revenue equals its expenditures
1	Student achievement is unacceptable.	25% of educators and staff are rated as effective or highly effective on their annual evaluation	25% of students are engaged in sports, the arts or academic activities	25% of Westlake Academy stakeholders are actively involved	Westlake Academy's revenue is less than its expenditures

In Table 1, the cells that are highlighted in blue represent our self-assessment of the current level of success in meeting the Academy's desired outcomes. The Strong Parent and Community Connections have two cells highlighted because the Academy Leadership Team determined that we have more than 50% involvement but less than 75%.

Table 2 – Growth Model Advantages to Students, Staff and Community

Strategic Plan Desired Outcomes School Year 2009- 2012	Increasing student population and developing facilities will...	Growth Implementation Requirements
High Student Achievement	Further develop the Arts program (music, theater, visual arts, and dance).	<ul style="list-style-type: none"> • Increase student population • Cafetorium • Performing Arts Center
	Fully support the Physical Education program (movement and dance and health)	<ul style="list-style-type: none"> • Increase student population • Cafetorium
Effective Educators and Staff	Recruit, develop and retain better quality teachers	<ul style="list-style-type: none"> • Increase student population • Purpose built classroom facilities (arts, science, technology) • Re-designed Media Center
Student Engagement and Extra-curricular Activities	Increase our offerings of academic, sport and arts activities by joining University Interscholastic League (UIL) to further develop well-balanced students.	<ul style="list-style-type: none"> • Increase student population • Increase classroom facilities • Re-design of athletic fields • Align hiring practices with UIL requirements
Strong Parent and Community Connections	Diversify and strengthen relationships with our stakeholders: students, parents, volunteers, and community partners.	<ul style="list-style-type: none"> • Increase student population • Promotion and marketing plan
Financial Stewardship and Sustainability	Provide a more stable and reliable revenue stream	<ul style="list-style-type: none"> • Increase student population • Promotion and marketing plan • Financial planning is aligned with long-term planning.

Table 2 describes how increasing student population and developing additional facilities can improve our level of success in the Desired Outcome Rubric. Taking these actions will help create an environment where students, staff, and other stakeholders will be able to achieve at higher levels of academic and creative performance.

Options Analysis

Staff has reviewed numerous options internally and is presenting the options that were requested by the Board in the September 12, 2011 workshop. This includes a review of previous options presented to the Board by Peter Hayes and additional options identified by Staff and/or referenced by the Board. The following pages summarize each option in terms of cost, student enrollment, personnel changes, net cash flow and facilities.

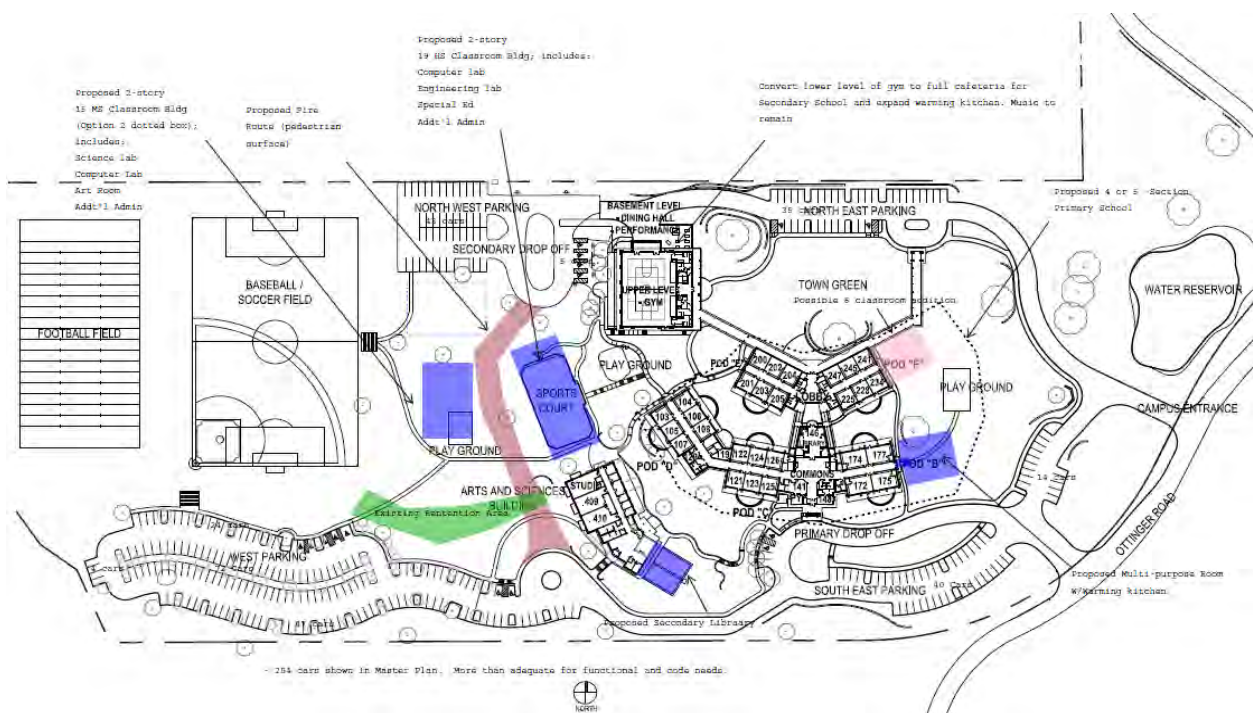
Purpose-built Options

Purpose-built options will include facilities that are planned, designed, and programmed specifically for the needs and purposes of the Academy. These types of facilities will allow for greater impacts on the students ability to learn, experience, and develop to their full potential including academic and extra-curricular activities. The Hayes Plan Options have been modified from their original presentation based upon board direction to keep classroom sizes as small as possible.

Options 1-4 (Project Management Services, Inc., aka the Hayes Plan)

Peter Hayes of Project Management Services presented four campus expansion options to the Board in March of 2011. Options one (1) and two (2) grow the student population by 1,262 and 1,394 students respectively. These options propose the completion of all new construction within 2 ½ years. In addition, Options 1 and 2 include scenarios, 1-A and 2-A, which move G6 into the Middle Years Programme (MYP). Options three (3) and four (4) ultimately build the same facilities and reach the same student population as Options 1 and 2, however, they utilize a phased construction approach which will take three years to complete. The longer construction time has the net effect of delaying both the student population of campus facilities and by extension, the associated increase in revenues.

Figure 6 - Future Facility Locations



Options 1 and 3 maintain a four-section primary and secondary school while Options 2 and 4 create a five-section primary and maintain a four-section secondary programme. The five-section primary allows for internal matriculation of all positions in the secondary program, while the four-section primary would require on-boarding new students into the MYP Programme each year. Option 2A is the only **cash-flow positive** option of the Hayes Plan after adjusting the assumptions to 20 students per section in the primary program and 25 students in the secondary program.

The total cost of construction in the PMSI projects ranged from approximately \$13 - \$15 million. The range in cost depends upon the selection and inclusion of projects identified in the facility needs analysis, including: a media center, cafetorium, middle school, high school, primary school addition, and performance hall.

The construction is funded through a mixture of cash-on-hand (fund balance) and debt. The debt issuance will reimburse the fund balance and cover the cost of construction. The debt service payments will be covered by the additional funds generated from an increase in student population. This payment will be received through the Foundation State Program (FSP), the primary funding source for the Academy (Refer to the Options Summary Spreadsheet).

Table 3 - PMSI Options Matrix

Four-Section Primary and Secondary	Five-Section Primary and Four-Section Secondary
<p>Option 1A – G6 moved into the MYP Programme</p> <ul style="list-style-type: none"> • High School Building • Middle School Building • Media Center • Cafetorium 	<p>Option 2A – G6 moved in the MYP Programme</p> <ul style="list-style-type: none"> • High School Building • Middle School Building • Media Center • Cafetorium • Primary School Addition
<p>Option 1B – G6 maintained in PYP Programme</p> <ul style="list-style-type: none"> • High School Building • Middle School Building • Media Center • Cafetorium • Primary School Addition 	<p>Option 2B – G6 maintained in the PYP Programme</p> <ul style="list-style-type: none"> • High School Building • Middle School Building • Media Center • Cafetorium • Primary School Addition
<p>Option 3 – Two phases of construction</p> <ul style="list-style-type: none"> • Phase 1 <ul style="list-style-type: none"> • Middle School • Media Center • Cafetorium • Phase 2 <ul style="list-style-type: none"> • High School 	<p>Option 4 – Two phases of construction</p> <ul style="list-style-type: none"> • Phase 1 <ul style="list-style-type: none"> • Middle School • Media Center • Cafetorium • Phase 2 <ul style="list-style-type: none"> • High School • Primary School Addition

Status Quo – No changes (Option 5)

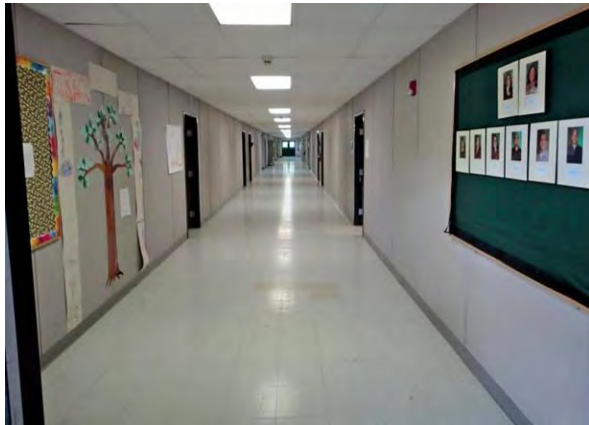
No additional facilities will be constructed; the 3 portables currently being utilized will become permanent campus facilities. Enrollment will remain as-is (20 students per class) with minor fluctuations as residents move in and/or students leave. Current core class structure is as follows: GK-G5 (2 sections), G6 (3 sections), G7 – G11 (3 sections), G12 (2 sections). Staffing levels will remain as-is (44 FTE teachers and 23.2 FTE administration & staff). This option is **cash-flow negative**.

Modular Building Options

Modular buildings are configurable to meet our facility needs. The images below display a modular structure which has 12 classrooms and restrooms in a 68' by 170' structure. The lease cost of individual stand-alone structures will be in the range of \$1,000 per month to acquire buildings that meet the minimum level of desired quality. The cost will vary based upon the configuration and requirements placed in our request for proposals (RFP).

Continued usage of modular buildings may limit our ability to build new facilities in the future due to the limited number of suitable locations on campus. In the options with 12 modular buildings it may be necessary to place some of the units on one of the sports fields.

Figure 7 - Modular Building Images



Option 6 (Three Sections GK – G12)

A new combination cafeteria and gymnasium will be built and 6 portable buildings will be added to the campus. Enrollment will increase by 2 students per class in Primary (GK – G6) and by 5 students per class in Secondary (G7 – G12); a third section will be added to GK – G5 and G12. This option will require an additional 10 teachers and 6.8 FTE admin/staff. These options are **cash-flow negative**.

Option 7 (Four Sections GK – G12)

A new combination cafeteria and gymnasium will be built and 12 portable buildings will be added to the campus. Enrollment will increase by 5 students per class in Secondary (G7 – G12); all grades will increase to 4 sections. This option will require an additional 28 teachers and 14.3 FTE admin/staff. Option 7A is not **cash-flow positive** but 7B is **cash-flow positive**.

Option 8 (DP Expansion)

No new facilities will be built however, 5 portable buildings will be added to the campus. Enrollment will remain at 20 students per class; the Diploma Programme will increase to 4 or 5 sections per grade (G11 & G12). This option will require an additional 2 to 5 teacher. These options are **cash-flow negative**.

Option 9 (MYP/DP Expansion)

No new facilities will be built and no additional portable buildings are required. Enrollment will remain at 20 students per class for Primary (GK-G6), the MYP and DP Programmes will increase by 5 students per class (G7 – G12); the current number of sections per grade will remain unchanged. This option does not require additional teachers however, an additional 2.2 FTE admin/staff will be needed. This option is **cash-flow positive**. An inherent problem with this option is the physical space inside each of the existing classrooms. This can be mitigated with the installation of new classroom furniture, but the existing classrooms in the permanent secondary building will be very crowded and impact the learning environment.

Option 10 (Organic Student Growth)

A new combination cafeteria and gymnasium will be built and 9 portable buildings will be added to the campus. Enrollment will remain at 20 students per class however; the number of sections will increase to 4 for all Primary grades (GK-G6). This growth will extend into the upper grades organically as students advance from Primary into Secondary which will necessitate additional teachers and facilities as this growth takes place. This option requires an additional 22 teachers hired over the next seven years and an additional 9.3 FTE admin/staff will be needed. This option is **cash-flow negative**.

Option 11 (Phased Four Section GK – G12)

A new combination cafeteria and gymnasium will be built and 12 portable buildings will be added to the campus over the next five years. Enrollment will be maintained in Primary (GK – G6) and increased by 5 students per section in Secondary (G7 – G12); the number of sections will increase to 3 for all grades in the first year and to four sections in the third year. This option will require an additional 28 teachers and 14.3 FTE admin/staff to be added over the next three years. This option is **cash-flow positive**.

Significant Findings

The review and analysis of these options presents several methods for accomplishing the Academy's desired outcomes of high student achievement, effective educators and staff, student engagement and extra-curricular activities, strong parent and community connections, and financial stewardship and sustainability.

In addition to weighing how each expansion option impacts our desired outcomes, we considered what assets (if any) would be gained. Since one of the principal outcomes of each of the options is increases in the number of students per section, a relevant question we asked ourselves was, "what do we get along the way?"

In the Hayes Plan Options that are financially viable, we accumulate a positive fund balance with the additional purpose built facilities deemed necessary by the instructional leaders of the Academy. In the Modular Options, we accumulate a positive fund balance and have anywhere from 9 to 12 modular buildings on campus. Despite positive cash-flow in some of these options, there is insufficient accumulated capital to develop a plan for purpose built facilities.

Recommendations

While several of the options (Option 2A, 7B, 9, and 11) will provide solutions to individual aspects of the strategic plan's desired outcomes, only Option 2A creates an environment that will allow the Academy to improve in all areas discussed in the Desired Outcome Rubric (Table 1) described earlier in this report which in turn moves closer to the Vision, Values, and Mission the Board has established for Westlake Academy as a part of its Strategic Plan.

The portable building options that cash-flow positively (Options 7B, and 11) increase the student population and classroom size close to those required in the Hayes Plan Options. If the ultimate destination for the financially viable options is the same as those identified in the Hayes' Report (i.e. four (4) sections of 25 students in the secondary grades), then the only question remaining is; "what do these options that involve portable buildings and cash flow provide Westlake Academy in terms of creating educational and financial results?"

- Option 2A will provide purpose built educational and extra-curricular facilities that are long term, permanent physical assets as well as a strong fund balance for on-going maintenance and improvements.
- Options 7B and 11 will build a Cafetorium (combination gym and dining hall) for the primary years grades and populate the campus with additional portable buildings, however, there will be insufficient cash reserves to provide for a long-term permanent facility solution.
- Option 9 will increase the number of students in each classroom in the existing secondary grades facilities, but the physical space in those current facilities will make the classrooms crowded, even after the installation of new space saving furniture.

If Option 7B or 11 were implemented, at the end of the five year period we will have a campus with numerous portable buildings and no easy way to financially to replace them. While these options improve our financial outlook, they will not provide any improvement to the student's educational opportunities or outcomes as described in the Desired Outcome Rubric (Table 1). Option 9 is by far the easiest option to implement because we would simply add five (5) additional students to each secondary section and would not require any additional portable buildings. However, physical space limitations in the permanent secondary grade class rooms are a very real concern because of their impact on the learning setting for our students. If any of these options (7B, 11, or 9) are pursued, it would be difficult to contend that these options will have the same positive impact via the Desired Outcome Rubric that Option 2A has. In fact, should we pursue these options, it may be prudent to revisit our Vision, Values, and Mission statements.

Based upon extensive discussion and analysis, **it is the recommendation of Westlake Academy's Administrative team to implement option 2A**. This expansion plan gives the faculty and staff of Westlake Academy the best opportunity to achieve our stated vision and mission. We believe that this option addresses our most pressing concerns both for the long-term future of Westlake Academy and the short-term desire to improve from "good" to "great". The key advantages of this option that have led us to this conclusion are as follows:

1. Fiscal responsibility leading to long-term financial security
2. Increased and improved opportunities for students at all levels of the IB
3. Opportunity to enhance the level of engagement with the community
4. Lasting purpose-built educational facilities that are permanent physical assets

Without doubt, we are at a critical point in the Academy's history, one which has the potential to affect the Academy for many years to come. Recognizing our shared duty to provide an "internationally-minded education of the highest quality," so that our students "are well-balanced, respectful, life-long learners," we submit this report and make our recommendation.

	A	B	C	L	M	N	O	P	Q	R	W	X
1												
2	Income Statement - Option 5											
3	Status Quo - No Substantial Changes											
4	Fiscal Year		Estimated	Adopted	2012/13	2013/14	2014/15	2015/16	2016/17			
5			FY 2010/11	2011/12								
6	GENERAL FUND BEG. BALANCE		\$ 767,490	\$ 760,219	\$ 657,001	\$ 502,101	\$ 336,152	\$ (8,356)	\$ (375,124)			
7	REVENUES											
8	Local Revenues											
9	WAF Salary Reimbursement		64,858	31,662	32,295	33,264	34,262	35,290	36,348			
10	Gifts & Donations - WAF		38,950	-	-	-	-	-	-			
11	Other Local Revenue		4,316	15,000	15,450	15,914	16,391	16,883	17,389			
12	WAF Blacksmith		530,000	627,000	645,950	655,000	651,000	651,000	651,000			
13	Interest Earned		1,700	1,500	1,520	1,566	1,613	1,661	1,711			
14	Food Services		3,000	3,000	3,090	3,183	3,278	3,377	3,478			
15	Donations		-	-	-	-	-	-	-			
16	Athletic Activities		20,036	37,980	37,800	38,934	40,102	41,305	42,544			
17	Transportation/Parking		7,106	37,840	37,840	38,975	40,144	41,349	42,589			
18	Total Local Revenues		669,966	753,982	773,945	786,835	786,790	790,864	795,060			
19	State Revenue											
20	TEA - FSP Funds		3,748,836	4,281,649	4,177,352	4,362,955	4,336,311	4,466,400	4,466,400			
21	TRS On-behalf/Medicare Part B		171,301	208,437	246,376	258,307	266,056	274,038	282,259			
22	Total State Revenues		3,920,137	4,490,086	4,423,728	4,621,262	4,602,367	4,740,438	4,748,659			
23	TOTAL REVENUES		4,590,103	5,244,068	5,197,673	5,408,097	5,389,157	5,531,302	5,543,719			
24												
25	EXPENDITURES											
26	Object Code 61XX - Salaries		3,337,074	3,772,080	3,730,239	3,903,173	4,012,799	4,125,714	4,242,016			
27	Object Code 62XX - Prof. Contracted Services		739,694	962,025	990,886	1,020,612	1,051,231	1,082,768	1,115,251			
28	Object Code 63XX - Supplies & Materials		283,805	258,447	266,200	274,186	282,412	290,884	299,611			
29	Object Code 64XX - Other Operating Costs		249,489	341,894	352,151	362,715	373,597	384,805	396,349			
30	Object Code 65XX - Debt Service		-	-	-	-	-	-	-			
31	Object Code 66XX - Capital Assets		-	-	-	-	-	-	-			
32	TOTAL EXPENDITURES		4,610,062	5,334,446	5,339,476	5,560,687	5,720,039	5,884,171	6,053,227			
33												
34	OTHER RESOURCES/USES											
35	Other Resources		86,432	36,967	37,706	38,460	39,230	40,014	-			
36	Other Resources (Athletics)		17,610	-	-	-	-	-	-			
37	Other Resources (Water Damage)		550,000	-	-	-	-	-	-			
38	Sub-Total Other Resources		654,042	36,967	37,706	38,460	39,230	40,014	-			
39	Extraordinary Item (Water Damage)		(550,000)	-	-	-	-	-	-			
40	Other Uses		(91,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-			
41	Sub-Total Other Uses		(641,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-			
42	Excess Revenues Over (Under) Expenditures		(7,271)	(103,218)	(154,900)	(165,950)	(344,508)	(366,768)	(509,508)			
43												
44	GENERAL FUND ENDING BALANCE		760,219	657,001	502,101	336,152	(8,356)	(375,124)	(884,632)			
45	Assigned - Technology/FFE		100,000	-	-	-	-	-	-			
46	Assigned - Uniform/Equipment Replacement		4,499	3,684	14,838	14,838	14,838	14,838	14,838			
47	Assigned - Facility Maintenance/FFE		-	-	-	-	-	-	-			
48	ENDING FUND BALANCE		655,720	653,317	487,263	321,314	(23,194)	(389,962)	(899,470)			
49												
50	# of Operating Days (based on 365)		52	45	33	21	(1)	(24)	(54)			
51												
52	Students Enrolled											
53	Primary		296	308	306	304	300	300	300			
54	Secondary		222	313	339.95	351	351	351	351			
55	Total Students Enrolled		518	621	646	655	651	651	651			
56	Teaching Staff											
57	Primary		21.9	21.9	22.9	22.9	22.9	22.9	22.9			
58	Secondary		17.75	20.14	20.04	21.16	21.16	21.16	21.16			
59	Total Teaching Staff		39.65	42.04	42.94	44.06	44.06	44.06	44.06			
60												
61												

	A	B	C	L	M	N	O	P	Q	R	WX
1											
2			Income Statement - Option 6A								
3			3 Sections Whole School (20 Students/Class)								
4			Fiscal Year	Estimated FY 2010/11	Adopted 2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
5			GENERAL FUND BEG. BALANCE	\$ 767,490	\$ 760,219	\$ 657,001	\$ (204,685)	\$ (681,077)	\$ (1,333,233)	\$ (2,012,346)	
6			REVENUES								
7			Local Revenues								
8			WAF Salary Reimbursement	64,858	31,662	32,295	33,264	34,262	35,290	36,348	
9			Gifts & Donations - WAF	38,950	-	-	-	-	-	-	
10			Other Local Revenue	4,316	15,000	15,450	15,914	16,391	16,883	17,389	
11			WAF Blacksmith	530,000	627,000	762,300	771,000	771,000	771,000	771,000	
12			Interest Earned	1,700	1,500	1,520	1,566	1,613	1,661	1,711	
13			Food Services	3,000	3,000	3,090	3,183	3,278	3,377	3,478	
14			Donations	-	-	-	-	-	-	-	
15			Athletic Activities	20,036	37,980	37,800	38,934	40,102	41,305	42,544	
16			Transportation/Parking	7,106	37,840	37,840	38,975	40,144	41,349	42,589	
17			Total Local Revenues	669,966	753,982	890,295	902,835	906,790	910,864	915,060	
18			State Revenue								
19			TEA - FSP Funds	3,748,836	4,281,649	4,929,786	5,135,631	5,135,631	5,289,700	5,289,700	
20			TRS On-behalf/Medicare Part B	171,301	208,437	302,326	315,864	325,267	334,952	344,927	
21			Total State Revenues	3,920,137	4,490,086	5,232,112	5,451,495	5,460,898	5,624,652	5,634,626	
22			TOTAL REVENUES	4,590,103	5,244,068	6,122,407	6,354,329	6,367,688	6,535,515	6,549,686	
23			EXPENDITURES								
24			Object Code 61XX - Salaries	3,337,074	3,772,080	4,584,758	4,780,421	4,913,449	5,050,456	5,191,564	
25			Object Code 62XX - Prof. Contracted Services	739,694	962,025	1,080,811	1,113,235	1,146,632	1,181,031	1,216,462	
26			Object Code 63XX - Supplies & Materials	283,805	258,447	315,655	325,125	334,879	344,925	355,273	
27			Object Code 64XX - Other Operating Costs	249,489	341,894	410,273	422,581	435,258	448,316	461,766	
28			Object Code 65XX - Debt Service	-	-	-	-	-	-	-	
29			Object Code 66XX - Capital Assets	-	-	-	-	-	-	-	
30			Expansion Costs			579,500	176,000	176,000	176,000	176,000	
31			TOTAL EXPENDITURES	4,610,062	5,334,446	6,970,996	6,817,363	7,006,218	7,200,729	7,401,064	
32			OTHER RESOURCES/USES								
33			Other Resources	86,432	36,967	37,706	38,460	39,230	40,014	-	
34			Other Resources (Athletics)	17,610	-	-	-	-	-	-	
35			Other Resources (Water Damage)	550,000	-	-	-	-	-	-	
36			Sub-Total Other Resources	654,042	36,967	37,706	38,460	39,230	40,014	-	
37			Extraordinary Item (Water Damage)	(550,000)							
38			Other Uses	(91,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-	
39			Sub-Total Other Uses	(641,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-	
40			Excess Revenues Over (Under) Expenditures	(7,271)	(103,218)	(861,686)	(476,392)	(652,156)	(679,112)	(851,379)	
41			GENERAL FUND ENDING BALANCE	760,219	657,001	(204,685)	(681,077)	(1,333,233)	(2,012,346)	(2,863,724)	
42			Assigned - Technology/FFE	100,000	-	-	-	-	-	-	
43			Assigned - Uniform/Equipment Replacement	4,499	3,684	14,838	14,838	14,838	14,838	14,838	
44			Assigned - Facility Maintenance/FFE	-	-	-	-	-	-	-	
45			ENDING FUND BALANCE	655,720	653,317	(219,523)	(695,915)	(1,348,071)	(2,027,184)	(2,878,562)	
46			# of Operating Days (based on 365)	52	45	(11)	(37)	(70)	(103)	(142)	
47			Students Enrolled								
48			Primary	296	308	420	420	420	420	420	
49			Secondary	222	313	342	351	351	351	351	
50			Total Students Enrolled	518	621	762	771	771	771	771	
51			Teaching Staff								
52			Primary	21.9	21.9	32.16	32.16	32.16	32.16	32.16	
53			Secondary	17.75	20.14	21.04	22.16	22.16	22.16	22.16	
54			Total Teaching Staff	39.65	42.04	53.2	54.32	54.32	54.32	54.32	
55											
56											
57											
58											
59											
60											
61											
62											

	A	B	C	L	M	N	O	P	Q	R	WX
1											
2	Income Statement - Option 6B										
3	3-Sections Whole School (20-25 Students/Class)										
4			Fiscal Year	Estimated FY 2010/11	Adopted 2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
5			GENERAL FUND BEG. BALANCE	\$ 767,490	\$ 760,219	\$ 657,001	\$ 329,089	\$ 497,912	\$ 490,160	\$ 472,152	
6			REVENUES								
7			Local Revenues								
8			WAF Salary Reimbursement	64,858	31,662	32,295	33,264	34,262	35,290	36,348	
9			Gifts & Donations - WAF	38,950	-	-	-	-	-	-	
10			Other Local Revenue	4,316	15,000	15,450	15,914	16,391	16,883	17,389	
11			WAF Blacksmith	530,000	627,000	837,300	858,750	858,750	858,750	858,750	
12			Interest Earned	1,700	1,500	1,520	1,566	1,613	1,661	1,711	
13			Food Services	3,000	3,000	3,090	3,183	3,278	3,377	3,478	
14			Donations	-	-	-	-	-	-	-	
15			Athletic Activities	20,036	37,980	37,800	38,934	40,102	41,305	42,544	
16			Transportation/Parking	7,106	37,840	37,840	38,975	40,144	41,349	42,589	
17			Total Local Revenues	669,966	753,982	965,295	990,585	994,540	998,614	1,002,810	
18			State Revenue								
19			TEA - FSP Funds	3,748,836	4,281,649	5,414,811	5,720,133	5,720,133	5,891,737	5,891,737	
20			TRS On-behalf/Medicare Part B	171,301	208,437	302,326	315,864	325,267	334,952	344,927	
21			Total State Revenues	3,920,137	4,490,086	5,717,136	6,035,997	6,045,401	6,226,689	6,236,664	
22			TOTAL REVENUES	4,590,103	5,244,068	6,682,431	7,026,582	7,039,941	7,225,303	7,239,474	
23			EXPENDITURES								
24			Object Code 61XX - Salaries	3,337,074	3,772,080	4,584,758	4,780,421	4,913,449	5,050,456	5,191,564	
25			Object Code 62XX - Prof. Contracted Services	739,694	962,025	1,080,811	1,113,235	1,146,632	1,181,031	1,216,462	
26			Object Code 63XX - Supplies & Materials	283,805	258,447	341,905	352,163	362,727	373,609	384,818	
27			Object Code 64XX - Other Operating Costs	249,489	341,894	410,273	422,581	435,258	448,316	461,766	
28			Object Code 65XX - Debt Service	-	-	-	-	-	-	-	
29			Object Code 66XX - Capital Assets	-	-	-	-	-	-	-	
30			Expansion Costs			579,500	176,000	176,000	176,000	176,000	
31			TOTAL EXPENDITURES	4,610,062	5,334,446	6,997,246	6,844,400	7,034,067	7,229,413	7,430,609	
32			OTHER RESOURCES/USES								
33			Other Resources	86,432	36,967	37,706	38,460	39,230	40,014	-	
34			Other Resources (Athletics)	17,610	-	-	-	-	-	-	
35			Other Resources (Water Damage)	550,000	-	-	-	-	-	-	
36			Sub-Total Other Resources	654,042	36,967	37,706	38,460	39,230	40,014	-	
37			Extraordinary Item (Water Damage)	(550,000)	-	-	-	-	-	-	
38			Other Uses	(91,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-	
39			Sub-Total Other Uses	(641,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-	
40			Excess Revenues Over (Under) Expenditures	(7,271)	(103,218)	(327,912)	168,823	(7,752)	(18,009)	(191,135)	
41			GENERAL FUND ENDING BALANCE	760,219	657,001	329,089	497,912	490,160	472,152	281,016	
42			Assigned - Technology/FFE	100,000	-	-	-	-	-	-	
43			Assigned - Uniform/Equipment Replacement	4,499	3,684	14,838	14,838	14,838	14,838	14,838	
44			Assigned - Facility Maintenance/FFE	-	-	-	-	-	-	-	
45			ENDING FUND BALANCE	655,720	653,317	314,251	483,074	475,322	457,314	266,178	
46			# of Operating Days (based on 365)	52	45	16	26	25	23	13	
47			Students Enrolled								
48			Primary	296	308	420	420	420	420	420	
49			Secondary	222	313	417.3	438.75	438.75	438.75	438.75	
50			Total Students Enrolled	518	621	837	859	859	859	859	
51			Teaching Staff								
52			Primary	21.9	21.9	32.16	32.16	32.16	32.16	32.16	
53			Secondary	17.75	20.14	21.04	22.16	22.16	22.16	22.16	
54			Total Teaching Staff	39.65	42.04	53.2	54.32	54.32	54.32	54.32	
55											
56											
57											
58											
59											
60											
61											
62											

	A	B	C	L	M	N	O	P	Q	R	W	X
1	Income Statement - Option 7A											
2	4-Sections Whole School (20 Students/Class)											
3												
4	Fiscal Year		Estimated	Adopted	2012/13	2013/14	2014/15	2015/16	2016/17			
5			FY 2010/11	2011/12								
6	GENERAL FUND BEG. BALANCE		\$ 767,490	\$ 760,219	\$ 657,001	\$ (304,253)	\$ (355,692)	\$ (624,284)	\$ (911,106)			
7	REVENUES											
8	Local Revenues											
9	WAF Salary Reimbursement		64,858	31,662	32,295	33,264	34,262	35,290	36,348			
10	Gifts & Donations - WAF		38,950	-	-	-	-	-	-			
11	Other Local Revenue		4,316	15,000	15,450	15,914	16,391	16,883	17,389			
12	WAF Blacksmith		530,000	627,000	1,002,300	1,028,000	1,028,000	1,028,000	1,028,000			
13	Interest Earned		1,700	1,500	1,520	1,566	1,613	1,661	1,711			
14	Food Services		3,000	3,000	3,090	3,183	3,278	3,377	3,478			
15	Donations		-	-	-	-	-	-	-			
16	Athletic Activities		20,036	37,980	37,800	38,934	40,102	41,305	42,544			
17	Transportation/Parking		7,106	37,840	37,840	38,975	40,144	41,349	42,589			
18	Total Local Revenues		669,966	753,982	1,130,295	1,159,835	1,163,790	1,167,864	1,172,060			
19	State Revenue											
20	TEA - FSP Funds		3,748,836	4,281,649	6,481,864	6,847,508	6,847,508	7,052,933	7,052,933			
21	TRS On-behalf/Medicare Part B		171,301	208,437	388,439	409,101	421,302	433,867	446,809			
22	Total State Revenues		3,920,137	4,490,086	6,870,303	7,256,609	7,268,809	7,486,800	7,499,742			
23	TOTAL REVENUES		4,590,103	5,244,068	8,000,598	8,416,444	8,432,599	8,654,664	8,671,802			
24	EXPENDITURES											
25												
26	Object Code 61XX - Salaries		3,337,074	3,772,080	5,891,117	6,191,700	6,364,297	6,542,062	6,725,149			
27	Object Code 62XX - Prof. Contracted Services		739,694	962,025	1,146,211	1,180,597	1,216,015	1,252,495	1,290,070			
28	Object Code 63XX - Supplies & Materials		283,805	258,447	399,655	411,645	423,994	436,714	449,816			
29	Object Code 64XX - Other Operating Costs		249,489	341,894	410,273	422,581	435,258	448,316	461,766			
30	Object Code 65XX - Debt Service		-	-	-	-	-	-	-			
31	Object Code 66XX - Capital Assets		-	-	-	-	-	-	-			
32	Expansion Costs				1,101,500	248,000	248,000	248,000	248,000			
33	TOTAL EXPENDITURES		4,610,062	5,334,446	8,948,756	8,454,523	8,687,565	8,927,588	9,174,801			
34												
35	OTHER RESOURCES/USES											
36	Other Resources		86,432	36,967	37,706	38,460	39,230	40,014	-			
37	Other Resources (Athletics)		17,610	-	-	-	-	-	-			
38	Other Resources (Water Damage)		550,000	-	-	-	-	-	-			
39	Sub-Total Other Resources		654,042	36,967	37,706	38,460	39,230	40,014	-			
40	Extraordinary Item (Water Damage)		(550,000)	-	-	-	-	-	-			
41	Other Uses		(91,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-			
42	Sub-Total Other Uses		(641,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-			
43	Excess Revenues Over (Under) Expenditures		(7,271)	(103,218)	(961,254)	(51,439)	(268,592)	(286,823)	(502,999)			
44												
45	GENERAL FUND ENDING BALANCE		760,219	657,001	(304,253)	(355,692)	(624,284)	(911,106)	(1,414,105)			
46	Assigned - Technology/FFE		100,000	-	-	-	-	-	-			
47	Assigned - Uniform/Equipment Replacement		4,499	3,684	14,838	14,838	14,838	14,838	14,838			
48	Assigned - Facility Maintenance/FFE		-	-	-	-	-	-	-			
49	ENDING FUND BALANCE		655,720	653,317	(319,091)	(370,530)	(639,122)	(925,944)	(1,428,943)			
50												
51	# of Operating Days (based on 365)		52	45	(13)	(16)	(27)	(38)	(57)			
52												
53	Students Enrolled											
54	Primary		296	308	560	560	560	560	560			
55	Secondary		222	313	442.3	468	468	468	468			
56	Total Students Enrolled		518	621	1002	1028	1028	1028	1028			
57	Teaching Staff											
58	Primary		21.9	21.9	42.88	42.88	42.88	42.88	42.88			
59	Secondary		17.75	20.14	26.64	28.88	28.88	28.88	28.88			
60	Total Teaching Staff		39.65	42.04	69.52	71.76	71.76	71.76	71.76			
61												
62												

	A	B	C	L	M	N	O	P	Q	R	WX
1											
2	Income Statement - Option 7B										
3	4-Sections Whole School (20-25 Students/Class)										
4	Fiscal Year		Estimated	Adopted	2012/13	2013/14	2014/15	2015/16	2016/17		
5			FY 2010/11	2011/12							
6	GENERAL FUND BEG. BALANCE		\$ 767,490	\$ 760,219	\$ 657,001	\$ 407,446	\$ 1,216,294	\$ 1,806,908	\$ 2,401,557		
7	REVENUES										
8	Local Revenues										
9	WAF Salary Reimbursement		64,858	31,662	32,295	33,264	34,262	35,290	36,348		
10	Gifts & Donations - WAF		38,950	-	-	-	-	-	-		
11	Other Local Revenue		4,316	15,000	15,450	15,914	16,391	16,883	17,389		
12	WAF Blacksmith		530,000	627,000	1,102,300	1,145,000	1,145,000	1,145,000	1,145,000		
13	Interest Earned		1,700	1,500	1,520	1,566	1,613	1,661	1,711		
14	Food Services		3,000	3,000	3,090	3,183	3,278	3,377	3,478		
15	Donations		-	-	-	-	-	-	-		
16	Athletic Activities		20,036	37,980	37,800	38,934	40,102	41,305	42,544		
17	Transportation/Parking		7,106	37,840	37,840	38,975	40,144	41,349	42,589		
18	Total Local Revenues		669,966	753,982	1,230,295	1,276,835	1,280,790	1,284,864	1,289,060		
19	State Revenue										
20	TEA - FSP Funds		3,748,836	4,281,649	7,128,563	7,626,845	7,626,845	7,855,650	7,855,650		
21	TRS On-behalf/Medicare Part B		171,301	208,437	388,439	409,101	421,302	433,867	446,809		
22	Total State Revenues		3,920,137	4,490,086	7,517,002	8,035,946	8,048,146	8,289,517	8,302,459		
23	TOTAL REVENUES		4,590,103	5,244,068	8,747,297	9,312,781	9,328,936	9,574,381	9,591,519		
24	EXPENDITURES										
25	Object Code 61XX - Salaries		3,337,074	3,772,080	5,891,117	6,191,700	6,364,297	6,542,062	6,725,149		
26	Object Code 62XX - Prof. Contracted Services		739,694	962,025	1,146,211	1,180,597	1,216,015	1,252,495	1,290,070		
27	Object Code 63XX - Supplies & Materials		283,805	258,447	434,655	447,695	461,126	474,960	489,208		
28	Object Code 64XX - Other Operating Costs		249,489	341,894	410,273	422,581	435,258	448,316	461,766		
29	Object Code 65XX - Debt Service		-	-	-	-	-	-	-		
30	Object Code 66XX - Capital Assets		-	-	-	-	-	-	-		
31	Expansion Costs				1,101,500	248,000	248,000	248,000	248,000		
32	TOTAL EXPENDITURES		4,610,062	5,334,446	8,983,756	8,490,573	8,724,696	8,965,833	9,214,194		
33	OTHER RESOURCES/USES										
34	Other Resources		86,432	36,967	37,706	38,460	39,230	40,014	-		
35	Other Resources (Athletics)		17,610	-	-	-	-	-	-		
36	Other Resources (Water Damage)		550,000	-	-	-	-	-	-		
37	Sub-Total Other Resources		654,042	36,967	37,706	38,460	39,230	40,014	-		
38	Extraordinary Item (Water Damage)		(550,000)	-	-	-	-	-	-		
39	Other Uses		(91,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-		
40	Sub-Total Other Uses		(641,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-		
41	Excess Revenues Over (Under) Expenditures		(7,271)	(103,218)	(249,555)	808,848	590,614	594,649	377,325		
42	GENERAL FUND ENDING BALANCE										
43	Assigned - Technology/FFE		100,000	-	-	-	-	-	-		
44	Assigned - Uniform/Equipment Replacement		4,499	3,684	14,838	14,838	14,838	14,838	14,838		
45	Assigned - Facility Maintenance/FFE		-	-	-	-	-	-	-		
46	ENDING FUND BALANCE		655,720	653,317	392,608	1,201,456	1,792,070	2,386,719	2,764,044		
47	# of Operating Days (based on 365)										
48			52	45	16	52	75	97	109		
49	Students Enrolled										
50	Primary		296	308	560	560	560	560	560		
51	Secondary		222	313	542.3	585	585	585	585		
52	Total Students Enrolled		518	621	1102	1145	1145	1145	1145		
53	Teaching Staff										
54	Primary		21.9	21.9	42.88	42.88	42.88	42.88	42.88		
55	Secondary		17.75	20.14	26.64	28.88	28.88	28.88	28.88		
56	Total Teaching Staff		39.65	42.04	69.52	71.76	71.76	71.76	71.76		
57											
58											
59											
60											
61											
62											

	A	B	C	L	M	N	O	P	Q	R	WX
1											
2	Income Statement - Option 8-A										
3	4-Section DP Programme (20 Students/Class)										
4	Fiscal Year		Estimated	Adopted	2012/13	2013/14	2014/15	2015/16	2016/17		
5			FY 2010/11	2011/12							
6	GENERAL FUND BEG. BALANCE										
7	REVENUES										
8	Local Revenues										
9	WAF Salary Reimbursement	64,858	31,662	32,295	33,264	34,262	35,290	36,348			
10	Gifts & Donations - WAF	38,950	-	-	-	-	-	-			
11	Other Local Revenue	4,316	15,000	15,450	15,914	16,391	16,883	17,389			
12	WAF Blacksmith	530,000	627,000	662,300	688,000	688,000	688,000	688,000			
13	Interest Earned	1,700	1,500	1,520	1,566	1,613	1,661	1,711			
14	Food Services	3,000	3,000	3,090	3,183	3,278	3,377	3,478			
15	Donations	-	-	-	-	-	-	-			
16	Athletic Activities	20,036	37,980	37,800	38,934	40,102	41,305	42,544			
17	Transportation/Parking	7,106	37,840	37,840	38,975	40,144	41,349	42,589			
18	Total Local Revenues	669,966	753,982	790,295	819,835	823,790	827,864	832,060			
19	State Revenue										
20	TEA - FSP Funds	3,748,836	4,281,649	4,283,087	4,582,768	4,582,768	4,720,251	4,720,251			
21	TRS On-behalf/Medicare Part B	171,301	208,437	253,391	270,073	278,175	286,521	295,116			
22	Total State Revenues	3,920,137	4,490,086	4,536,479	4,852,841	4,860,943	5,006,771	5,015,367			
23	TOTAL REVENUES	4,590,103	5,244,068	5,326,774	5,672,676	5,684,733	5,834,635	5,847,427			
24	EXPENDITURES										
25	Object Code 61XX - Salaries	3,337,074	3,772,080	3,833,996	4,078,280	4,192,900	4,310,958	4,432,558			
26	Object Code 62XX - Prof. Contracted Services	739,694	962,025	1,034,486	1,065,520	1,097,486	1,130,411	1,164,323			
27	Object Code 63XX - Supplies & Materials	283,805	258,447	280,655	289,075	297,747	306,680	315,880			
28	Object Code 64XX - Other Operating Costs	249,489	341,894	410,273	422,581	435,258	448,316	461,766			
29	Object Code 65XX - Debt Service	-	-	-	-	-	-	-			
30	Object Code 66XX - Capital Assets	-	-	-	-	-	-	-			
31	Expansion Costs			208,000	48,000	48,000	48,000	48,000			
32	TOTAL EXPENDITURES	4,610,062	5,334,446	5,767,410	5,903,457	6,071,391	6,244,364	6,422,526			
33	OTHER RESOURCES/USES										
34	Other Resources	86,432	36,967	37,706	38,460	39,230	40,014	-			
35	Other Resources (Athletics)	17,610	-	-	-	-	-	-			
36	Other Resources (Water Damage)	550,000	-	-	-	-	-	-			
37	Sub-Total Other Resources	654,042	36,967	37,706	38,460	39,230	40,014	-			
38	Extraordinary Item (Water Damage)	(550,000)	-	-	-	-	-	-			
39	Other Uses	(91,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-			
40	Sub-Total Other Uses	(641,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-			
41	Excess Revenues Over (Under) Expenditures	(7,271)	(103,218)	(453,733)	(244,140)	(400,284)	(423,628)	(575,100)			
42	GENERAL FUND ENDING BALANCE										
43	Assigned - Technology/FFE	100,000	-	-	-	-	-	-			
44	Assigned - Uniform/Equipment Replacement	4,499	3,684	14,838	14,838	14,838	14,838	14,838			
45	Assigned - Facility Maintenance/FFE	-	-	-	-	-	-	-			
46	ENDING FUND BALANCE	655,720	653,317	188,430	(55,710)	(455,994)	(879,623)	(1,454,722)			
47	# of Operating Days (based on 365)										
48		52	45	12	(3)	(27)	(51)	(83)			
49	Students Enrolled										
50	Primary	296	308	300	300	300	300	300			
51	Secondary	222	313	362.3	388	388	388	388			
52	Total Students Enrolled	518	621	662	688	688	688	688			
53	Teaching Staff										
54	Primary	21.9	21.9	22.9	22.9	22.9	22.9	22.9			
55	Secondary	17.75	20.14	21.16	23.4	23.4	23.4	23.4			
56	Total Teaching Staff	39.65	42.04	44.06	46.3	46.3	46.3	46.3			
57											
58											
59											
60											
61											
62											

	A	B	C	L	M	N	O	P	Q	R	WX
1											
2	Income Statement - Option 8-B										
3	5-Section DP Programme (20 Students/Class)										
4	Fiscal Year		Estimated FY 2010/11	Adopted 2011/12	2012/13	2013/14	2014/15	2015/16	2016/17		
5	GENERAL FUND BEG. BALANCE		\$ 767,490	\$ 760,219	\$ 657,001	\$ 188,114	\$ 69,330	\$ (209,733)	\$ (509,005)		
6	REVENUES										
7	Local Revenues										
8	WAF Salary Reimbursement		64,858	31,662	32,295	33,264	34,262	35,290	36,348		
9	Gifts & Donations - WAF		38,950	-	-	-	-	-	-		
10	Other Local Revenue		4,316	15,000	15,450	15,914	16,391	16,883	17,389		
11	WAF Blacksmith		530,000	627,000	682,300	725,000	725,000	725,000	725,000		
12	Interest Earned		1,700	1,500	1,520	1,566	1,613	1,661	1,711		
13	Food Services		3,000	3,000	3,090	3,183	3,278	3,377	3,478		
14	Donations		-	-	-	-	-	-	-		
15	Athletic Activities		20,036	37,980	37,800	38,934	40,102	41,305	42,544		
16	Transportation/Parking		7,106	37,840	37,840	38,975	40,144	41,349	42,589		
17	Total Local Revenues		669,966	753,982	810,295	856,835	860,790	864,864	869,060		
18											
19	State Revenue										
20	TEA - FSP Funds		3,748,836	4,281,649	4,412,427	4,829,225	4,829,225	4,974,102	4,974,102		
21	TRS On-behalf/Medicare Part B		171,301	208,437	257,799	279,153	287,528	296,154	305,038		
22	Total State Revenues		3,920,137	4,490,086	4,670,226	5,108,378	5,116,753	5,270,255	5,279,140		
23	TOTAL REVENUES		4,590,103	5,244,068	5,480,521	5,965,213	5,977,543	6,135,119	6,148,200		
24											
25	EXPENDITURES										
26	Object Code 61XX - Salaries		3,337,074	3,772,080	3,900,498	4,215,025	4,333,498	4,455,525	4,581,214		
27	Object Code 62XX - Prof. Contracted Services		739,694	962,025	1,045,386	1,076,747	1,109,050	1,142,321	1,176,591		
28	Object Code 63XX - Supplies & Materials		283,805	258,447	287,655	296,285	305,174	314,329	323,759		
29	Object Code 64XX - Other Operating Costs		249,489	341,894	410,273	422,581	435,258	448,316	461,766		
30	Object Code 65XX - Debt Service		-	-	-	-	-	-	-		
31	Object Code 66XX - Capital Assets		-	-	-	-	-	-	-		
32	Expansion Costs				292,500	60,000	60,000	60,000	60,000		
33	TOTAL EXPENDITURES		4,610,062	5,334,446	5,936,312	6,070,638	6,242,980	6,420,492	6,603,329		
34											
35	OTHER RESOURCES/USES										
36	Other Resources		86,432	36,967	37,706	38,460	39,230	40,014	-		
37	Other Resources (Athletics)		17,610	-	-	-	-	-	-		
38	Other Resources (Water Damage)		550,000	-	-	-	-	-	-		
39	Sub-Total Other Resources		654,042	36,967	37,706	38,460	39,230	40,014	-		
40	Extraordinary Item (Water Damage)		(550,000)								
41	Other Uses		(91,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-		
42	Sub-Total Other Uses		(641,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-		
43	Excess Revenues Over (Under) Expenditures		(7,271)	(103,218)	(468,887)	(118,784)	(279,063)	(299,272)	(455,129)		
44											
45	GENERAL FUND ENDING BALANCE		760,219	657,001	188,114	69,330	(209,733)	(509,005)	(964,134)		
46	Assigned - Technology/FFE		100,000	-	-	-	-	-	-		
47	Assigned - Uniform/Equipment Replacement		4,499	3,684	14,838	14,838	14,838	14,838	14,838		
48	Assigned - Facility Maintenance/FFE		-	-	-	-	-	-	-		
49	ENDING FUND BALANCE		655,720	653,317	173,276	54,492	(224,571)	(523,843)	(978,972)		
50											
51	# of Operating Days (based on 365)		52	45	11	3	(13)	(30)	(54)		
52											
53	Students Enrolled										
54	Primary		296	308	300	300	300	300	300		
55	Secondary		222	313	382.3	425	425	425	425		
56	Total Students Enrolled		518	621	682	725	725	725	725		
57	Teaching Staff										
58	Primary		21.9	21.9	22.9	22.9	22.9	22.9	22.9		
59	Secondary		17.75	20.14	22.28	25.64	25.64	25.64	25.64		
60	Total Teaching Staff		39.65	42.04	45.18	48.54	48.54	48.54	48.54		
61											
62											

	A	B	C	L	M	N	O	P	Q	R	WX
1	Income Statement - Option 9										
2	MYP/DP Classroom Expansion (25 Students/Class)										
3											
4	Fiscal Year		Estimated	Adopted	2012/13	2013/14	2014/15	2015/16	2016/17		
5			FY 2010/11	2011/12							
6	GENERAL FUND BEG. BALANCE										
7	REVENUES										
8	Local Revenues										
9	WAF Salary Reimbursement		64,858	31,662	32,295	33,264	34,262	35,290	36,348		
10	Gifts & Donations - WAF		38,950	-	-	-	-	-	-		
11	Other Local Revenue		4,316	15,000	15,450	15,914	16,391	16,883	17,389		
12	WAF Blacksmith		530,000	627,000	717,300	738,750	738,750	738,750	738,750		
13	Interest Earned		1,700	1,500	1,520	1,566	1,613	1,661	1,711		
14	Food Services		3,000	3,000	3,090	3,183	3,278	3,377	3,478		
15	Donations		-	-	-	-	-	-	-		
16	Athletic Activities		20,036	37,980	37,800	38,934	40,102	41,305	42,544		
17	Transportation/Parking		7,106	37,840	37,840	38,975	40,144	41,349	42,589		
18	Total Local Revenues		669,966	753,982	845,295	870,585	874,540	878,614	882,810		
19	State Revenue										
20	TEA - FSP Funds		3,748,836	4,281,649	4,638,772	4,920,814	4,920,814	5,068,438	5,068,438		
21	TRS On-behalf/Medicare Part B		171,301	208,437	252,823	260,408	268,220	276,267	284,555		
22	Total State Revenues		3,920,137	4,490,086	4,891,595	5,181,222	5,189,034	5,344,705	5,352,993		
23	TOTAL REVENUES		4,590,103	5,244,068	5,736,890	6,051,807	6,063,574	6,223,319	6,235,802		
24											
25	EXPENDITURES										
26	Object Code 61XX - Salaries		3,337,074	3,772,080	3,833,181	3,940,480	4,050,998	4,164,831	4,282,079		
27	Object Code 62XX - Prof. Contracted Services		739,694	962,025	990,886	1,020,612	1,051,231	1,082,768	1,115,251		
28	Object Code 63XX - Supplies & Materials		283,805	258,447	299,905	308,903	318,170	327,715	337,546		
29	Object Code 64XX - Other Operating Costs		249,489	341,894	410,273	422,581	435,258	448,316	461,766		
30	Object Code 65XX - Debt Service		-	-	-	-	-	-	-		
31	Object Code 66XX - Capital Assets		-	-	-	-	-	-	-		
32	Expansion Costs		-	-	100,000	-	-	-	-		
33	TOTAL EXPENDITURES		4,610,062	5,334,446	5,634,245	5,692,576	5,855,657	6,023,629	6,196,642		
34											
35	OTHER RESOURCES/USES										
36	Other Resources		86,432	36,967	37,706	38,460	39,230	40,014	-		
37	Other Resources (Athletics)		17,610	-	-	-	-	-	-		
38	Other Resources (Water Damage)		550,000	-	-	-	-	-	-		
39	Sub-Total Other Resources		654,042	36,967	37,706	38,460	39,230	40,014	-		
40	Extraordinary Item (Water Damage)		(550,000)	-	-	-	-	-	-		
41	Other Uses		(91,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-		
42	Sub-Total Other Uses		(641,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-		
43	Excess Revenues Over (Under) Expenditures		(7,271)	(103,218)	89,548	345,872	194,291	185,790	39,161		
44											
45	GENERAL FUND ENDING BALANCE										
46	Assigned - Technology/FFE		100,000	-	-	-	-	-	-		
47	Assigned - Uniform/Equipment Replacement		4,499	3,684	14,838	14,838	14,838	14,838	14,838		
48	Assigned - Facility Maintenance/FFE		-	-	-	-	-	-	-		
49	ENDING FUND BALANCE		655,720	653,317	731,711	1,077,583	1,271,874	1,457,664	1,496,825		
50											
51	# of Operating Days (based on 365)		52	45	47	69	79	88	88		
52											
53	Students Enrolled										
54	Primary		296	308	300	300	300	300	300		
55	Secondary		222	313	417.3	438.75	438.75	438.75	438.75		
56	Total Students Enrolled		518	621	717	739	739	739	739		
57	Teaching Staff										
58	Primary		21.9	21.9	22.9	22.9	22.9	22.9	22.9		
59	Secondary		17.75	20.14	21.04	21.04	21.04	21.04	21.04		
60	Total Teaching Staff		39.65	42.04	43.94	43.94	43.94	43.94	43.94		
61											
62											

	A	B	C	L	M	N	O	P	Q	R	WX
1											
2	Income Statement - Option 10										
3	PYP/MYP/DP Expansion (20-25 Students/Class)										
4	Fiscal Year		Estimated	Adopted	2012/13	2013/14	2014/15	2015/16	2016/17		
5			FY 2010/11	2011/12							
6	GENERAL FUND BEG. BALANCE		\$ 767,490	\$ 760,219	\$ 657,001	\$ 540,205	\$ 624,487	\$ 555,114	\$ 628,331		
7	REVENUES										
8	Local Revenues										
9	WAF Salary Reimbursement		64,858	31,662	32,295	33,264	34,262	35,290	36,348		
10	Gifts & Donations - WAF		38,950	-	-	-	-	-	-		
11	Other Local Revenue		4,316	15,000	15,450	15,914	16,391	16,883	17,389		
12	WAF Blacksmith		530,000	627,000	717,300	718,750	718,750	738,750	738,750		
13	Interest Earned		1,700	1,500	1,520	1,566	1,613	1,661	1,711		
14	Food Services		3,000	3,000	3,090	3,183	3,278	3,377	3,478		
15	Donations		-	-	-	-	-	-	-		
16	Athletic Activities		20,036	37,980	37,800	38,934	40,102	41,305	42,544		
17	Transportation/Parking		7,106	37,840	37,840	38,975	40,144	41,349	42,589		
18	Total Local Revenues		669,966	753,982	845,295	850,585	854,540	878,614	882,810		
19	State Revenue										
20	TEA - FSP Funds		3,748,836	4,281,649	4,638,772	4,787,594	4,787,594	5,068,438	5,068,438		
21	TRS On-behalf/Medicare Part B		171,301	208,437	260,350	268,088	276,058	284,267	292,721		
22	Total State Revenues		3,920,137	4,490,086	4,899,122	5,055,682	5,063,652	5,352,705	5,361,159		
23	TOTAL REVENUES		4,590,103	5,244,068	5,744,417	5,906,267	5,918,192	6,231,319	6,243,968		
24	EXPENDITURES										
25	Object Code 61XX - Salaries		3,337,074	3,772,080	3,947,052	4,056,529	4,169,280	4,285,404	4,405,000		
26	Object Code 62XX - Prof. Contracted Services		739,694	962,025	990,886	1,020,612	1,051,231	1,082,768	1,115,251		
27	Object Code 63XX - Supplies & Materials		283,805	258,447	299,905	308,903	318,170	327,715	337,546		
28	Object Code 64XX - Other Operating Costs		249,489	341,894	410,273	422,581	435,258	448,316	461,766		
29	Object Code 65XX - Debt Service		-	-	-	-	-	-	-		
30	Object Code 66XX - Capital Assets		-	-	-	-	-	-	-		
31	Expansion Costs				200,000						
32	TOTAL EXPENDITURES		4,610,062	5,334,446	5,848,116	5,808,625	5,973,939	6,144,202	6,319,563		
33	OTHER RESOURCES/USES										
34	Other Resources		86,432	36,967	37,706	38,460	39,230	40,014	-		
35	Other Resources (Athletics)		17,610	-	-	-	-	-	-		
36	Other Resources (Water Damage)		550,000	-	-	-	-	-	-		
37	Sub-Total Other Resources		654,042	36,967	37,706	38,460	39,230	40,014	-		
38	Extraordinary Item (Water Damage)		(550,000)	-	-	-	-	-	-		
39	Other Uses		(91,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-		
40	Sub-Total Other Uses		(641,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-		
41	Excess Revenues Over (Under) Expenditures		(7,271)	(103,218)	(116,797)	84,283	(69,373)	73,217	(75,594)		
42	GENERAL FUND ENDING BALANCE										
43	Assigned - Technology/FFE		100,000	-	-	-	-	-	-		
44	Assigned - Uniform/Equipment Replacement		4,499	3,684	14,838	14,838	14,838	14,838	14,838		
45	Assigned - Facility Maintenance/FFE		-	-	-	-	-	-	-		
46	ENDING FUND BALANCE		655,720	653,317	525,367	609,649	540,276	613,493	537,899		
47	# of Operating Days (based on 365)										
48			52	45	33	38	33	36	31		
49	Students Enrolled										
50	Primary		296	308	300	280	280	300	300		
51	Secondary		222	313	417.3	438.75	438.75	438.75	438.75		
52	Total Students Enrolled		518	621	717	719	719	739	739		
53	Teaching Staff										
54	Primary		21.9	21.9	23.9	23.9	23.9	23.9	23.9		
55	Secondary		17.75	20.14	21.04	21.04	21.04	21.04	21.04		
56	Total Teaching Staff		39.65	42.04	44.94	44.94	44.94	44.94	44.94		
57											
58											
59											
60											
61											
62											

	A	B	C	L	M	N	O	P	Q	R	WX
1											
2	Income Statement - Option 11										
3	4-Sections Whole School (20-25 Students/Class)										
4			Fiscal Year	Estimated	Adopted	2012/13	2013/14	2014/15	2015/16	2016/17	
5				FY 2010/11	2011/12						
6			GENERAL FUND BEG. BALANCE	\$ 767,490	\$ 760,219	\$ 657,001	\$ 412,439	\$ 513,900	\$ 1,112,116	\$ 1,625,365	
7			REVENUES								
8			Local Revenues								
9			WAF Salary Reimbursement	64,858	31,662	32,295	33,264	34,262	35,290	36,348	
10			Gifts & Donations - WAF	38,950	-	-	-	-	-	-	
11			Other Local Revenue	4,316	15,000	15,450	15,914	16,391	16,883	17,389	
12			WAF Blacksmith	530,000	627,000	837,300	858,750	1,123,750	1,145,000	1,145,000	
13			Interest Earned	1,700	1,500	1,520	1,566	1,613	1,661	1,711	
14			Food Services	3,000	3,000	3,090	3,183	3,278	3,377	3,478	
15			Donations	-	-	-	-	-	-	-	
16			Athletic Activities	20,036	37,980	37,800	38,934	40,102	41,305	42,544	
17			Transportation/Parking	7,106	37,840	37,840	38,975	40,144	41,349	42,589	
18			Total Local Revenues	669,966	753,982	965,295	990,585	1,259,540	1,284,864	1,289,060	
19			State Revenue								
20			TEA - FSP Funds	3,748,836	4,281,649	5,414,811	5,720,133	7,485,298	7,855,650	7,855,650	
21			TRS On-behalf/Medicare Part B	171,301	208,437	302,326	315,864	421,302	433,867	446,809	
22			Total State Revenues	3,920,137	4,490,086	5,717,136	6,035,997	7,906,600	8,289,517	8,302,459	
23			TOTAL REVENUES	4,590,103	5,244,068	6,682,431	7,026,582	9,166,140	9,574,381	9,591,519	
24											
25			EXPENDITURES								
26			Object Code 61XX - Salaries	3,337,074	3,772,080	4,584,758	4,780,421	6,364,297	6,542,062	6,725,149	
27			Object Code 62XX - Prof. Contracted Services	739,694	962,025	1,146,211	1,180,597	1,216,015	1,252,495	1,290,070	
28			Object Code 63XX - Supplies & Materials	283,805	258,447	341,905	352,163	362,727	373,609	384,818	
29			Object Code 64XX - Other Operating Costs	249,489	341,894	410,273	422,581	435,258	448,316	461,766	
30			Object Code 65XX - Debt Service	-	-	-	-	-	-	-	
31			Object Code 66XX - Capital Assets	-	-	-	-	-	-	-	
32			Expansion Costs			430,750	176,000	176,000	430,750	248,000	
33			TOTAL EXPENDITURES	4,610,062	5,334,446	6,913,896	6,911,762	8,554,298	9,047,233	9,109,803	
34											
35			OTHER RESOURCES/USES								
36			Other Resources	86,432	36,967	37,706	38,460	39,230	40,014	-	
37			Other Resources (Athletics)	17,610	-	-	-	-	-	-	
38			Other Resources (Water Damage)	550,000	-	-	-	-	-	-	
39			Sub-Total Other Resources	654,042	36,967	37,706	38,460	39,230	40,014	-	
40			Extraordinary Item (Water Damage)	(550,000)	-	-	-	-	-	-	
41			Other Uses	(91,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-	
42			Sub-Total Other Uses	(641,354)	(49,807)	(50,803)	(51,819)	(52,856)	(53,913)	-	
43			Excess Revenues Over (Under) Expenditures	(7,271)	(103,218)	(244,562)	101,461	598,216	513,249	481,716	
44											
45			GENERAL FUND ENDING BALANCE	760,219	657,001	412,439	513,900	1,112,116	1,625,365	2,107,082	
46			Assigned - Technology/FFE	100,000	-	-	-	-	-	-	
47			Assigned - Uniform/Equipment Replacement	4,499	3,684	14,838	14,838	14,838	14,838	14,838	
48			Assigned - Facility Maintenance/FFE	-	-	-	-	-	-	-	
49			ENDING FUND BALANCE	655,720	653,317	397,601	499,062	1,097,278	1,610,527	2,092,244	
50											
51			# of Operating Days (based on 365)	52	45	21	26	47	65	84	
52											
53			Students Enrolled								
54			Primary	296	308	420	420	560	560	560	
55			Secondary	222	313	417.3	438.75	563.75	585	585	
56			Total Students Enrolled	518	621	837	859	1124	1145	1145	
57			Teaching Staff								
58			Primary	21.9	21.9	32.16	32.16	42.88	42.88	42.88	
59			Secondary	17.75	20.14	21.04	22.16	28.88	28.88	28.88	
60			Total Teaching Staff	39.65	42.04	53.2	54.32	71.76	71.76	71.76	
61											
62											

Summary of Expansion Options

A	B	C	E	G	I	J	K	L	M	N	O	P	T	U	V	W	X	Y	Z	AA	AB	AC		
1	Description		Total # of Students	Total # of Teacher FTEs	Total # of Staff FTEs	Avg. # of Primary Students per Class	Avg. # of Secondary Students per Class	Time to Completion	FFE & Setup Costs	Design Costs	Capital Construction Costs	Debt Service & Lease Costs	# of Portable Buildings	Facility Size Sq/Ft	Ending Fund Balance FY 11/12	Ending Fund Balance FY 12/13	Ending Fund Balance FY 13/14	Ending Fund Balance FY 14/15	Ending Fund Balance FY 15/16	Ending Fund Balance FY 16/17	45-Day Reserve Requirement	Unassigned Fund Balance		
2	FY 11/12 - Baseline Data		621	44	23.2	20	20	0	\$ -	\$ -	\$ -	\$ -	-	63,000	\$ 657,001	\$ 502,101	\$ 336,152	\$ (8,356)	\$ (375,124)	\$ (884,632)	\$ -	\$ -		
3	Hayes Plan Options	Option 1-A 4 Section GK - G12 (G6 in MYP)	1,150	78.4	33.0	20	25	2 yrs 4 mos	1,302,779	11,725,009	870,000		112,390	657,001	502,101	336,152	291,080	248,977	210,040	1,188,008	(977,968)			
4		Option 1-B 4 Section (G6 in PYP)	1,130	78.4	33.0	20	25	2 yrs 4 mos	1,325,229	11,927,062	885,000		112,015	657,001	502,101	336,152	116,969	(103,420)	(324,941)	1,167,347	(1,492,287)			
5		Option 2-A 5 Section Prim. & 4 Section Sec. (G6 in PYP)	1,270	88.0	35.0	20	25	2 yrs 4 mos	1,512,916	13,616,240	983,000		129,090	657,001	502,101	336,152	1,341,751	1,725,358	2,124,924	1,311,974	812,950			
6		Option 2-B 5 Section Prim. & 4 Section Sec. (G6 in MYP)	1,270	89.4	35.0	20	25	2 yrs 4 mos	1,482,188	13,339,692	990,000		118,883	657,001	502,101	336,152	301,751	271,358	250,924	1,311,974	(1,061,050)			
7		Option 3 4 Section GK - G12 (phased)	1,150	78.4	33.0	20	25	3 yrs	1,304,488	11,740,394	880,000		112,390	657,001	502,101	336,152	142,519	189,009	116,572	1,167,357	(1,050,785)			
8		Option 4 5 Section Prim. & 4 Section Sec. (phased)	1,270	88.0	35.0	20	25	3 yrs	1,446,032	13,014,285	975,000		117,590	657,001	502,101	336,152	(26,703)	(250,499)	(195,433)	1,277,145	(1,472,578)			
9		Option 5 Status Quo	621	44.1	23.2	20	20	0	-	-	-	-	-	63,000	657,001	502,101	336,152	(8,356)	(375,124)	(884,632)	746,288	(1,630,920)		
10		Option 6-A 3 Sections GK - G12 (20 Students/Class)	771	54.3	30.0	20	20	Undefined	579,500	160,000	1,440,000	176,000	6	79,500	657,001	(204,685)	(681,077)	(1,333,233)	(2,012,346)	(2,863,724)	912,460	(3,776,184)		
11	Option 6-B 3 Sections GK - G12 (20-25 Students/Class)	859	54.3	30.0	20	25	Undefined	579,500	160,000	1,440,000	176,000	6	79,500	657,001	329,089	497,912	490,160	472,152	281,016	916,102	(635,086)			
12	Staff Options	Option 7-A 4 Sections GK - G12 (20 Students/Class)	1,028	71.8	37.5	20	20	Undefined	1,101,500	160,000	1,440,000	248,000	12	91,500	657,001	(304,253)	(355,692)	(624,284)	(911,106)	(1,414,105)	1,131,140	(2,545,245)		
13		Option 7-B 4 Sections GK - G12 (20-25 Students/Class)	1,145	71.8	37.5	20	25	Undefined	1,101,500	160,000	1,440,000	248,000	12	91,500	657,001	407,446	1,216,294	1,806,908	2,401,557	2,778,882	1,135,996	1,642,886		
14		Option 8-A DP Expansion (4-sections)	688	46.3	23.3	20	20	2 yrs	208,000	-	-	48,000	4	71,000	657,001	203,268	(40,872)	(441,156)	(864,785)	(1,439,884)	791,818	(2,231,703)		
15		Option 8-B DP Expansion (5-sections)	725	48.5	23.3	20	20	2 yrs	292,500	-	-	60,000	5	73,000	657,001	188,114	69,330	(209,733)	(509,005)	(964,134)	814,109	(1,778,243)		
16		Option 9 MYP/DP Classroom Expansion	739	43.9	25.4	20	25	Undefined	100,000	-	-	-	-	63,000	657,001	746,549	1,092,421	1,286,712	1,472,502	1,511,663	763,970	747,694		
18	Option 10 Organic Growth - 4 Section PYP (20 Students/Class)	991	66.4	32.5	20	20	Undefined	819,500	160,000	1,440,000	206,000	9	84,500	657,001	(49,251)	1,919	(53,879)	(32,122)	(118,527)	779,124	(897,651)			
19	Option 11 Phased 4 Sections GK - G12 (20-25 Students/Class)	1,145	71.8	37.5	20	25	Undefined	579,500	160,000	1,440,000	248,000	12	91,500	657,001	412,439	513,900	1,112,116	1,625,365	2,107,082	1,123,126	983,955			
22	Cost of \$1 Million of Construction over Time (Using the Construction Cost Index)														1,000,000	1,036,400	1,074,125	1,113,223	1,153,744	1,195,741				
23	Cost of Option 2A over Time (Using the Construction Cost Index)														15,129,156	15,679,857	16,250,604	16,842,126	17,455,179	18,090,548				
24	Assumptions - All Options		Wages and Salaries held flat through 2012/13 (step-increase included), all expenditures increase at the estimated rate of inflation, all revenues held flat through FY 12/13 and increase at the estimated rate of inflation beginning FY 13/14.																					
25	PYP Teacher/Section Ratio	1.46	FSP - State Funding / Student	\$	6,667																			
26	MYP/DP Teacher/Section Ratio	1.12	Blacksmith Average Gift	\$	1,000																			
27	PYP/MYP Retention	100%	Operating Cost/Square Foot	\$	5.45																			
28	DP Retention	85%	Modular Building Setup \$ / Unit	\$	35,000																			
29	Average Daily Attendance (ADA)	97%	Debt Service Cost / \$1,000	\$	0.065																			
30	Growth/Inflation	3%	Instructional Supply Cost / Student	\$	350																			

		Financial Stewardship & Sustainability	Effective Educators & Staff	Student Engagement & Extra-curricular Activities	High Student Achievement	Strong Parent & Community Connection	Enrollment Narratives	Facility Acquisition	
Hayes Plan Options	Option 1-A						4 Sections of 20 students in PYP (K-5) & 4 Sections of 25 students in MYP/DP (6-12). Cost approximately \$12 million to build necessary facilities and will take 28 months from start to finish. Cost of expansion (debt service) is covered by the increased student enrollment. This model's revenues exceed expenditures, and the Fund Balance will build to approximately \$210,040 over five years, but does not meet the 45-Day Reserve Requirement.	High School Building, Middle School Building, Media Center, Cafetorium	
	Option 1-B						4 Sections of 20 students in PYP (K-6) & 4 Sections of 25 students in MYP/DP (7-12). Cost approximately \$12 million to build necessary facilities and will take 28 months from start to finish. This model's revenues are less than expenditures, and the Fund Balance will be depleted within three years.	High School Building, Middle School Building, Media Center, Cafetorium, Primary School Addition	
	Option 2-A						5 Sections of 20 students in PYP (K-5) & 4 Sections of 25 students in MYP/DP (6-12). Cost approximately \$15 million to build necessary facilities and will take 28 months from start to finish. Cost of expansion (debt service) is covered by the increased student enrollment. This model's revenues exceed expenditures. The Fund Balance will build to approximately \$2.1 million over five years with approximately \$812,000 undesignated.	High School Building, Middle School Building, Performance Hall, Cafetorium, Primary School Addition, Media Center	
	Option 2-B						5 Sections of 22 students in PYP (K-6) & 4 Sections of 27 students in MYP/DP (7-12). Cost approximately \$14 million to build necessary facilities and will take 28 months from start to finish. Cost of expansion (debt service) is covered by the increased student enrollment. This model's revenues exceed expenditures. The Fund Balance will build to approximately \$250,000 over five years, but does not meet the 45-Day Reserve Requirement.	High School Building, Middle School Building, Media Center, Cafetorium, Primary School Addition	
	Option 3						4 Sections of 22 students in PYP (K-5) & 4 Sections of 27 students in MYP/DP (6-12). Cost approximately \$12 million to build necessary facilities and will take 37 months from start to finish. Cost of expansion (debt service) is covered by the increased student enrollment. This model's revenues exceed expenditures. The Fund Balance will build to approximately \$116,572 over five years, but does not meet the 45-Day Reserve Requirement.	Phase 1 Middle School Building, Media Center, Cafetorium Phase 2 High School Building	
	Option 4						5 Sections of 22 students in PYP (K-5) & 4 Sections of 27 students in MYP/DP (6-12). Cost approximately \$13 million to build necessary facilities and will take 37 months from start to finish. Cost of expansion (debt service) is covered by the increased student enrollment. This model's revenues exceed expenditures. The Fund Balance will be depleted within two years.	Phase 1 Middle School Building, Media Center, Cafetorium Phase 2 High School Building, Primary School Addition	
	Status Quo	Option 5 Page: 14						2 Sections of 20 students in PYP (K-6) & 3 Sections of 20 students in MYP/DP (7-12). This model's revenues are less than expenditures, and the Fund Balance will be depleted within three years without changes to the revenues/expenditures.	No additional facilities
		Option 6-A Page: 15						3 Sections of 20 students in PYP (K-6) & 3 Sections of 20 students in MYP/DP (7-12). This model's revenues are less than expenditures, and the Fund Balance will be depleted within one year due to setup, FFE, and lease costs.	Cafetorium, 6 new portable buildings
		Option 6-B Page: 16						3 Sections of 20 students in PYP (K-6) & 3 Sections of 25 students in MYP/DP (7-12). This model's revenues exceed expenditures, and the Fund Balance will build to approximately \$281,016 over the next five years, but does not meet the 45-Day Reserve Requirement.	Cafetorium, 6 new portable buildings
		Option 7-A Page: 17						4 Sections of 20 students in PYP (K-6) & 4 Sections of 20 students in MYP/DP (7-12). This model's revenues are less than expenditures, and the Fund Balance will be depleted within one year due to setup, FFE, and lease costs.	Cafetorium, 12 new portable buildings
		Option 7-B Page: 18						4 Sections of 20 students in PYP (K-6) & 4 Sections of 25 students in MYP/DP (7-12). This model's revenues exceed expenditures, and the Fund Balance will build to approximately \$2.8 million over the next five years.	Cafetorium, 12 new portable buildings
	Option 8-A Page: 19						2 Section of 20 students in PYP (K-6), 3 Sections of 20 students in MYP (7-10), & 4 Sections of 24 students in DP. This model's revenues are less than expenditures, and the Fund Balance will be depleted within two years.	Cafetorium, 4 new portable buildings	
	Option 8-B Page: 20						2 Section of 20 students in PYP (K-6), 3 Sections of 20 students in MYP (7-10), & 5 Sections of 24 students in DP. This model's revenues are less than expenditures, and the Fund Balance will be depleted within three years.	Cafetorium, 5 new portable buildings	
	Option 9 Page: 21						2 Section of 20 students in PYP (K-6), 3 Sections of 25 students in MYP/DP (7-12). This model's revenues exceed expenditures, and the Fund Balance will build to approximately \$1.5 million over the next five years with approximately \$747,000 undesignated.	No additional facilities	
	Option 10 Page: 22						4 Sections of 20 students in PYP (K-6) growing into 4 Sections of 20 students in MYP/DP (7-12) over the next 7 years. This model's revenues are less than expenditures, and the Fund Balance will be depleted within one year due to setup, FFE, and lease costs.	Cafetorium, 9 new portable buildings	
	Option 11 Page: 23						This is a combination of Option 6-B and 7-B. Will result in 4 Sections of 22 students in PYP (K-6) & 4 Sections of 25 students in MYP/DP (7-12). This model's revenues exceed expenditures, and the Fund Balance will build to approximately \$2.1 million over the next five years with approximately \$980,000 undesignated.	Cafetorium, 12 new portable buildings	

Westlake Academy

Item #5
Board Recap /
Staff Direction

BOARD RECAP / STAFF DIRECTION

Westlake Academy

Item # 6 –
Workshop
Adjournment

Back up material has not
been provided for this item.

Westlake Academy

Item # 2 – Citizens' Presentations and recognitions

CITIZENS' PRESENTATIONS AND RECOGNITIONS: This is an opportunity for citizens to address the Board on any matter whether or not it is posted on the agenda. The Board cannot by law take action nor have any discussion or deliberations on any presentation made to the Board at this time concerning an item not listed on the agenda. Any item presented may be noticed on a future agenda for deliberation or action.

Presentation by the MYP Science teachers regarding the “Flipped Classroom”.

Westlake Academy

Item # 3 - Consent Agenda Items

CONSENT AGENDA: All items listed below are considered routine by the Board of Trustees and will be enacted with one motion. There will be no separate discussion of items unless a Board member or citizen so requests, in which event the item will be removed from the general order of business and considered in its normal sequence.

- a. Consider approval of the minutes for the meeting held on October 3, 2011.
- b. Consider approval of Resolution 11-23, Establishing Regular Meeting dates for and Procedures for 2012.



**WESTLAKE ACADEMY
BOARD OF TRUSTEES WORKSHOP & REGULAR MEETINGS**

October 3, 2011

PRESENT: Trustees, Tim Brittan, Carol Langdon, David Levitan and Rick Rennhack. Clif arrived at 5:14 p.m.

ABSENT: President Wheat

OTHERS PRESENT: Superintendent Tom Brymer, School Attorney Janet Bubert, Board Secretary Kelly Edwards, Primary Principal Rod Harding, Secondary Principal Dr. Clint Calzini, Administrative Coordinator Ben Nibarger, Assistant to the Superintendent Amanda DeGan, Finance Director Debbie Piper, and Director of Communications & Community Affairs Ginger Awtry.

Workshop Session

1. CALL TO ORDER

Trustee Langdon called the workshop to order at 5:11 p.m.

2. PLEDGE OF ALLEGIANCE

Trustee Langdon led the pledge of allegiance to the United States and Texas flags.

3. REPORTS

a. Athletic revenue and participation comparison.

Discussion ensued regarding sports programs that were canceled last year, if homeschooled children could participate and a possible golf coach for next spring.

4. DISCUSSION ITEMS

- a. Leavers Report and Resident student growth.

Administrative Coordinator Nibarger provided a presentation and overview of the report.

Discussion ensued regarding the current averages which are below the State and other Charter Schools, the classifications, students that have withdrawn this year, student mobility chart and recommendations moving forward to collect additional data.

Trustees asked for additional information such as withdrawals by grade distribution, gender and the length of enrollment.

- b. Discussion of Governance as illustrated in Dr. Brian Carpenter's Charter School Board University: An Introduction to Effective Charter School Governance; Chapters 24-25.

The Board reviewed and discussed the questions in Chapters 24 and 25 as they relate to the academy.

5. BOARD RECAP / STAFF DIRECTION

No additional direction.

6. ADJOURNMENT

There being no further business before the Board, Trustee Langdon adjourned the workshop at 6:03 p.m.

Regular Session

1. CALL TO ORDER

Trustee Langdon called the Regular meeting to order at 6:03 p.m.

2. CITIZENS' PRESENTATIONS AND RECOGNITIONS

No one addressed the Board.

3. CONSENT AGENDA

- a. Consider approval of the minutes for the meeting held on September 12, 2011.
- b. Consider approval of **Resolution 11-22**, Amending the PYP Assessment and Grade Reporting Policy.

MOTION: Trustee Brittan made a motion to approve the consent agenda with the revisions to the minutes as discussed. Trustee Cox seconded the motion. The motion carried by a vote of 5-0.

4. BOARD CALENDAR

- Westlake Baja at Vaquero hosted by the Westlake Foundation
October 11, 2011, 5:00- 10:00 pm
- Monster Mash hosted by WA HOC
October 22, 2011, 5:00-8:00 pm.
- Westlake Vintage Car Show hosted by WHPS
October 29, 2011, 11:00-4:00, Solana Club parking lot
- Board of Trustees Meeting
November 7, 2011
- Texas Charter School Association Conference
November 7-9, 2011, Galveston
- Academy Fall Holiday Break
November 21-25, 2011
- Town Offices Closed
November 24-25, 2011

5. FUTURE AGENDA ITEMS

- None

6. ADJOURNMENT

MOTION: Trustee Rennhack made a motion to adjourn the meeting. Trustee Cox seconded the motion. The motion carried by a vote of 5-0.

Trustee Langdon adjourned the meeting at 6:05 p.m.

APPROVED BY THE BOARD OF TRUSTEES ON DECEMBER 5, 2011.

ATTEST:

Carol Langdon, Trustee

Kelly Edwards, Board Secretary

WESTLAKE ACADEMY AGENDA ITEM

Curriculum: PYP/MYP/DP **Meeting Date:** December 5, 2012

Staff Contact: Kelly Edwards **Consent**
Town Secretary

Subject: Consider approval of a resolution adopting the 2012 meeting calendar.

EXECUTIVE SUMMARY

From time to time, the BOT regular meeting schedule requires modification due to holidays and other events that may create a conflict for Board Members and staff to attend Board meetings.

Several factors have been taken into consideration as staff prepared the 2012 meeting calendar, including national holidays, school holidays, early voting and annual training conferences.

The calendar does not include any meeting dates for the month of July. Meetings are normally scheduled include the Board of Trustees meetings on the 1st Monday of each month and Town Council meetings on the 4th Monday of each month with exceptions of budget workshops or off-site meeting retreats..

APPLICABLE STRATEGIC PLAN DESIRED OUTCOME

- High Student Achievement
- Strong Parent & Community Connections
- Financial Stewardship & Sustainability
- Student Engagement – Extracurricular activities
- Effective Educators & Staff

WESTLAKE ACADEMY VALUES

- Maximizing Personal Development*
- Academic Excellence*
- Respect for Self and Others*
- Personal Responsibility*
- Compassion and Understanding*

FISCAL IMPACT

- Funded Not Funded N/A

RECOMMENDATION / ACTION REQUESTED/ OPTIONS

Approved the resolution adopting the proposed 2012 meeting calendar..

ATTACHMENTS

Resolution
2012 meeting calendar

WESTLAKE ACADEMY

RESOLUTION NO. 11-23

A RESOLUTION OF THE WESTLAKE ACADEMY BOARD OF TRUSTEES ESTABLISHING REGULAR MEETING DATES AND PROCEDURES; SETTING THE 2012 MEETING DATES OF THE BOARD OF TRUSTEES; AND DECLARING AN EFFECTIVE DATE.

WHEREAS, The Board of Trustees of the Westlake Academy (the “Board”) finds that it is in the best interest of the Town of Westlake residents and persons interested in the Westlake Academy (the “Academy”) that the Board shall establish regular meetings at a convenient date, time, and place;

WHEREAS, The 2012 available regular meeting dates of the Board are hereby established in accordance with attached Exhibit “A”.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE WESTLAKE ACADEMY:

SECTION 1: The Board of the Westlake Academy, shall conduct regularly scheduled meetings on dates and times as established by the Board. All Mondays shall be established as a day available for regular meetings as needed. Special meetings shall be called in accordance with Section 22.038(b) of the Texas Local Government Code. The regular meetings shall convene not earlier than 6:00 p.m., and shall be held at the Town Hall offices located at 3 Village Circle, Westlake, Texas 76262, or a meeting room close by, or another location designated by the Board in the meeting notice. Work sessions or planning meetings of the Board may begin earlier than the regular meeting time.

SECTION 2: The Board hereby sets the 2012 regular meeting schedules as shown in the attached *Exhibit “A”*.

SECTION 3: If any portion of this Resolution shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Board hereby determines that it would have adopted this Resolution without the invalid provision.

SECTION 4: That this resolution shall become effective from and after its date of passage.

PASSED AND APPROVED BY THE BOARD OF TRUSTEES OF WESTLAKE ACADEMY, A CHARTER SCHOOL OF THE STATE OF TEXAS, ON THE 5TH DAY OF DECEMBER 2011.

ATTEST:

Laura Wheat, President

Kelly Edwards, Board Secretary

Thomas E. Brymer, Superintendent

APPROVED AS TO FORM:

L. Stanton Lowry or Janet S. Bubert,
School Attorney



Town of Westlake Meeting Schedule

Final 11/30/11

January 2012

S	M	T	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February 2012

S	M	T	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29			

March 2012

S	M	T	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2012

S	M	T	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

May 2012

S	M	T	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

June 2012

S	M	T	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

- 5/17 Election Canvass 6:00 pm
- 5/18 New Council Orientation 9-5 pm
- 5/25 BOT Planning Retreat 9-5 pm
- 6/1 TC Planning Retreat 9-5 pm
- 6/7 BOT Budget Wkshp 9-2 pm

July 2012

S	M	T	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

August 2012

S	M	T	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

September 2012

S	M	T	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

- 8/6 TC Budget Wkshp 9-2 pm
- 9/5; 9/12 9/19 6:30 pm if necessary
Special Tax
- 9/24 Regular meeting

October 2012

S	M	T	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

November 2012

S	M	T	W	Th	F	Sa
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

December 2012

S	M	T	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

- 10/7-10/10 ICMA
- 11/13-11/16 TML

- School Board
- Town Council
- New Council/BOT Orientation
- Planning & Zoning Meetings

- School & Town Holiday
- School Holiday
- Election Day / Special Meeting to Canvass Returns

- Budget / Meeting Retreats
- Town Holiday
- First/Last Day of School

Westlake Academy

Item #4 Board Calendar

BOARD CALENDAR

- Westlake Neighborhood Meeting for All Others
December 13, 2011; 7:00 pm – 9:00 pm;
Home of Scott & Kelly Bradley
- Westlake Academy Winter Holiday
December 19, 2011 – January 2, 2012
- Town Offices Closed
December 23 & 27, 2011
- Town Offices Closed
January 2, 2012
- 2011 Graduates IB Diploma Presentation & Lessons Learned
January 6, 2012; 2:45 pm in WA Gym
- Board of Trustee Meeting
January 9, 2012

Westlake Academy

Item # 5 – Future Agenda Items

FUTURE AGENDA ITEMS: Any Board member may request at a workshop and / or Board meeting, under “Future Agenda Item Requests”, an agenda item for a future Board meeting. The Board member making the request will contact the CEO with the requested item and the CEO will list it on the agenda. At the meeting, the requesting Board member will explain the item, the need for Board discussion of the item, the item’s relationship to the Board’s strategic priorities, and the amount of estimated staff time necessary to prepare for Board discussion. If the requesting Board member receives a second, the CEO will place the item on the Board agenda calendar allowing for adequate time for staff preparation on the agenda item.

- **None**

Westlake Academy

Item # 6 – Adjournment

Back up material has not
been provided for this item.
