

FY 2021 WPS Budget Questions & Answers
Finance Committee

Dept. Number, Name + Account	Questioner's Name/Question	Response
300 WPS – Admin + 1420	Vetsa: Can you explain the expenses that belong to this category	Human Resources Dept (HR Coordinator, HR Admin Assist), hiring costs (drug tests, background checks), compensation reserve (funds for still to be negotiated collective bargaining as well as individual contracts)
300 WPS – Admin + 1430	Vetsa: Are bulk of WPS legal costs related to Union bargaining or something else?	Labor/personnel, special education
300 WPS – Teachers + 2305	Vetsa: Is the 4.5% reduction in 2021 take into consideration that all of the proposed cuts are approved?	yes
300 WPS – Instructional Section 2410-2800	Vetsa: I see lot of reduction in traditional media and moved that reduction into instructional Software. Is this an accounting change or the natural progression of moving away from traditional materials?	Over the past six years, there has been a reduction in the textbook line and an increase in instructional software for this reason. However, the significant spike this year in instructional supplies is because several of our six-year online curriculum/textbook subscriptions are up for renewal.
300 WPS – Pupil Services + 3400	Vetsa: I am curious why this line item is so small. And what constitutes this?	This is for unpaid meal balances in Food Service. The entirety of the Food Service Dept is self-sufficient, except for this small amount to cover unpaid meal purchases. These costs are not allowed to be funded by the Food Service revolving account.
300 WPS – Pupil Services + 3600	Vetsa: Is school Security the SRO expense?	yes
300 WPS – Misc. Latin not being offered in 8 th grade	Vetsa: Phasing Latin out seems a policy/financial decision for me. What I can't understand is if a Latin student is in 7 th grade for 2020-21, that kid will not have Latin as choice in 8 th grade and back available in 9 th . This seems like a broken promise to	The School Committee is in support of keeping Latin and reducing 1 Spanish teaching position at the Stony Brook instead.

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	our own children. What planning went into creating a “gap” which pretty much guarantees these kids will be handicapped?	
300 WPS – Pupil Services + 3400	Vetsa: Does collection of unpaid meal balance cause additional overhead in resources?	The district staff follow up with letters, emails, and phone calls.
300 WPS – Significant changes doc, special ed, 9000	Vetsa: The overall total tuition projection is flat or slightly reduced in 2021. How realistic is this given there was ~10% increase last year?	The tuition expenses are based on “real time” estimates. We have several students who will be aging out (either graduating or turning 22); therefore those particular expenses will be eliminated. The tuition expense that is paid from the general fund budget can differ annually not only due to differing tuition costs, but also the alternative funds available for special education tuitions (circuit breaker, collaborative credits, pre-paid tuitions).
300, Miscellaneous	Vetsa: Can we increase school choice slots to compensate for enrollment short fall. Will this also relieve budgetary pressures?	<p>Last spring the School Committee voted to hold off on adding more school choice slots. This was due to the unknown amount of students that may enroll as a result of the many new residential developments being constructed. This will be revisited this spring as we look into the FY21 school year.</p> <p>While we do receive funding for each child selected for school choice, there is always the possibility that student(s) who are selected from the lottery could have needs such that the cost to educate them exceeds the amount we receive from the State.</p>
300 WPS – out of district expenses	Greene: I understand that \$745k of FY20 circuit breaker is being used in the current year, making less available for FY21. Tuitions have not increased significantly over the last few years	This use of FY20 circuit breaker was budgeted to be used in the Town Meeting-approved FY20 budget. FY20 tuitions are currently trending even

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	making this necessary. Why did circuit breaker need to be used this year? What other items increased?	higher, thus the department may need to use even more current year circuit breaker funds.
300 WPS – WA Senior Parking Lot	Greene: How many parking spots are available to Seniors at WA?	315
300 WPS – enrollment	Greene: Can we see a chart showing total class size over the current grades? There was a slide in last year’s presentation titled “FY2020 Projected Enrollment By Grade”.	<u>Chart</u>
300 WPS - enrollment	Greene: To date, how many students from the new developments have enrolled and which grades?	12 Students: Miller: PreK (1) Robinson: Kindergarten (1), Grade 1 (1) Crisafulli: Grade 3 (1), Grade 4 (1), Grade 5 (2) Blanchard: Grade 6 (1), Grade 7 (1) WA: Grade 9 (1), Grade 10 (2)
300 – WPS – FY19 close out	Greene: WPS returned \$7,346 to the Town at the end of FY19. Were any funds encumbered at the end of FY19. If so, which line items were they for, how much and what is the remaining balance currently?	\$440,991.39 was encumbered at the end of FY19. Currently \$390,850.82 has been paid out of the encumbered amount (88.63%). \$40,192 will be returned to the general fund, as the copier paper was double encumbered in error.
300-WPS – Medical/Therapeutic Services	Greene: Are any of these eligible for reimbursement through health insurance?	We spend a considerable effort recording and submitting reimbursements from Medicaid. In the past we have received \$40,000-\$100,000 back per year. These funds go to free cash and not back to the school department. We do not bill back private insurance. Students are entitled to services which are documented on their IEP for the purpose of accessing the general education curriculum. We are anticipating that changes in Medicaid reimbursement for the 2019-20 school year will

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		cause a decrease in overall reimbursement to the Town. In some cases, we have private special education schools refusing to participate in claims.
300 WPS – Superintendent advertising/Employ	Greene: This budget has not exceeded \$7,360 and has averaged \$6,400 since FY15, why is it still budgeted at \$9K? There is also an additional \$1,000 for advertising in the Business and Finance category.	The Advertising/Employment budget in the Superintendent’s Office is for Schoolspring.com, the employment posting and hiring management website. The fees associated with Schoolspring are anticipated to increase in FY21. The \$1,000 for advertising in the Business Office is for potential projects that go out to bid and require advertising.
300 WPS – Postage in general	Greene: If I look at Postage across the district, I estimate it to be a total of \$22,500. Is there a way to reduce this cost by using electronic formats?	Most of these postage costs are for bus passes, MCAS results/information, WA yearbook supplements, and Special Education documents that are required to be mailed.
300 WPS – Information Technology (1450)	Greene: What is included in the contracted services line item (\$104K)	This line funds the necessary student information software (iPass) \$47,000, special education reporting software (eSPED) \$13,500, the school dept’s portion of the town accounting software (MUNIS) \$51,000.
300 WPS – Curriculum Director Elem Coord Discretionary	Greene: What is included in this line item historically? Actual expenses from FY18 are \$2,901 and \$4,380 for FY19. Why is this budgeted at \$12,000 for FY21. What is the year to date total for FY20.	The elementary curriculum coordinators are not assigned to any particular schools and therefore do not have any building-level funds provided to them for items that span from pens/pencils to curriculum materials that help augment our curriculum. They also utilize these funds for conferences that they wish to attend that aren’t accounted for in the PD budget (e.g. NCTM) . All purchases have to be pre-approved by the Asst. Supt.

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		It is difficult to compare the actual spending over the past two years versus the budgeted amount because a budget freeze was instituted. The intent of the budget freeze was to do exactly this, pause the spending to ensure there is enough money to properly close-out the year. As of this date, \$3,941 has been spent from that line (and a freeze is currently in place so that spending has paused).
300 WPS – Classroom Instructional Technology	Greene: How is this different from Capital requests for computer devices? Why is this coming out of the school budget and not Capital?	This budget is allocated for repairs or replacement of individual devices as this may occur throughout the year.
300 WPS – Food Services	Greene: Can you provide an accounting of the Food Services account? Is there a balance in this fund? If so, can uncollected accounts come from this balance?	Food Service is fully self-sustaining. Its only effect on the general fund budget request is the uncollected year-end balance. Per the audit from the Dept of Elem and Secondary Education (DESE), the food service revolving account cannot carry these debts. Both Food Service and the Business Office make all efforts to collect these funds.
300 WPS - Athletics	Greene: What is the total cost of the Athletics program – beyond the Athletics (3510) item (\$516,003)? How much was collected in revenue from the fee in FY19? What is the expected revenue in FY21? What can this fee be used for? Please break these down by school.	Please see information distributed (emailed) to FinCom/Select Board from the <u>1-22-20</u> School Committee meeting.
300 WPS – Student Activities	Greene: What is the total cost of Student Activities – beyond the stipends in 3520? How much was collected in revenue from the activities fee in FY19? What is the expected revenue in FY21? What can this fee be used for? Please break these down by school.	Regarding fees, please see information distributed (emailed) to FinCom/Select Board from the <u>1-22-20</u> School Committee meeting. The Student Activity fees support stipends paid to Student Activity advisors. In FY19 Student Activities fees:

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		<p>Revenue: Blanchard: 17,970 Stony Brook: 18,900 WA: 44,895</p> <p>WPS FY20 Stipends <u>spreadsheet</u> attached.</p>
300 WPS – Custodial Services	Greene: Could you explain the “courier wages”?	The school courier delivers the inter-office mail (invoices to be paid, timesheets, etc), and money collected by the schools to be processed through the Business Office and then delivered to the Town Treasurer at Town Hall. On a daily basis, the courier deposits the cafeteria collections as well as the student activity receipts (field trips, events, fundraising) to the bank. The courier is also responsible for all out-going mailings. He delivers supplies (food, paper goods) for the cafeteria among schools, and handles UPS, FEDEX, Spec. Ed. devices repair and replacement drops/pick up.
300 WPS – Maint of Grounds	Greene: Please explain why there are actual expenses in FY19 for “Rubbish”. (\$1,635 and \$585) What are these for? Why wouldn’t the Town’s contractor (Acme) take care of this?	These charges are a holdover from a previous waste management contract. We are working to realign all “rubbish” expenses with our current vendor. All these charges are located at 30 Beacon St., perhaps that building was left out the Waste Management contract by oversight.
300 WPS – Maint of Buildings	Greene: Please provide year to date expenses for this category. This category is over spent historically. What is being done to ensure this budget is adequate? Should some of the expenses be brought to Capital?	This account has historically not been fully budgeted for. While under-budgeted, there were still the necessary expenses present for the health, safety, and care of our school buildings. We are certainly looking for practices and efficiencies that we can change and improve upon to be more financially responsible. Capital

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		plan expectations have changed and we look forward to taking better advantage of the capital planning process. Furthermore, there are potential cost saving opportunities that will be bid out as public buildings (town and school) contracts that might yield more competitive pricing. This is already being done with elevators, generators and other various contracts. We hope to do so with HVAC vendors and implementing preventative maintenance (PM) plans under these contracts as well. PMs are designed to fix equipment before it breaks, ideally being cheaper of the two options. Resources and more funding is needed up front before costs savings are recognized.
300 WPS	Cunningham: We're in the last year of the teacher salary increases authorized by the Prop 2&1/2 override at Annual Town Meeting in March 2018 and approved at the ballot. What percentage increases in Salary have the teachers experienced in the last 3 years?	Depending on the column (Bachelors, Masters, Masters30+) the COLA increase in the current Unit A contract (FY18-20) ranged from: Yr 1: 2.34-2.79% Yr 2: 2.29-2.71% Yr 3: 2.24-2.64%
300 WPS	Cunningham: Please explain the significant reduction in the "Classroom Teachers" line item.	Staff reduction due to enrollment; retirements not being filled or anticipated to be filled at a lower salary.
300 WPS	Bao: "There are on average about 7 teacher retirements a year." If that were a trend, then it would result in about 200 teacher retirements in 30 years. It seems that a good amount of teachers would leave the school system not by retirement. Is there a histogram statistics on number of teacher retirements, which might be helpful to budget FTEs.	An average of 12 professional employees resign each year, plus an average of 2 additional professional employees who are non-renewed, laid off or terminated. Professional staff who notify the District of retirement prior to the preparation of the budget are factored into

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		budget calculations for salary adjustments for the anticipated replacement staff.
300 WPS	<p>Bao: we have about 50 students who are in “out placement”. Some are qualified for circuit breaker and some are not. What are the total eligible expenses for circuit breaker, what are the total non-eligible expenses?</p> <p>If a student is in out placement, the expense might be higher but circuit breaker might be available. On the other hand, if a student is not in out placement, the expense might (or might not) be lower but additional school resources might be needed. It might be helpful to budget FTEs.</p>	<p>The District is fiscally and programmatically responsible for all special education students. This obligation may include some or all of a student’s K-12 education, but might also include students as young as 3 years old and up until their 22nd birthday. The District is solely responsible for four times the foundation rate (4*foundation rate). The foundation rate is determined each year by DESE. After the District meets the obligation (of 4*foundation), the District is allowed to “apply” for Circuit Breaker reimbursement. If programs and services are approved by DESE, DESE will reimburse the District at a percentage issued by the Governor's Budget (target is 75%).</p> <p>For example: if a student’s tuition cost \$73,381, the District is responsible for paying the first \$45,792. The remaining \$27,589 becomes “claimable”. DESE will reimburse a percentage based on the \$27,589 figure and NOT the total \$73,381. (example based on FY19)</p>
300 WPS	<p>Bao: The compensation reserve-Prof is increased from 238,760 (FY20) to 1,541,850 (FY21). What is the model we use to estimate the \$1,541,850, or is it a question for the executive session?</p>	<p>FY21, we have four contracts, including Unit A teachers, to be negotiated. The Director of School Finance uses a model based on current staff/steps/columns advanced over the term of the contract. In addition, the Director of Town Finance has shared his model to provide an additional estimate for funds necessary to fund employee contracts. The compensation reserve</p>

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		also contains COLAs for non-union employees consistent with town parameters.
300 WPS	Bao: Instructional Software, Swide and Sped, Swide change up and down. What is that?	Instructional software has increased significantly due to several curriculum 6-year licenses have expired and need to be renewed.
300 WPS	Bao: Transportation, Reg Day budget is increased from 1,707,853 to 1,991,815 (about 17%). Is it true that the budget assumes the same (or similar) school start time? The student enrollment goes down slightly. What are the factors that the budget goes up by 17%?	As of 1/22/20, it appears that the School Committee will stay with the current start times in FY21. This increase reflects the costs associated with Year 2 of the regular transportation bus contract. Please note, when this contract was put out to bid last year, there was only one bidder, Dee Bus.
300 WPS	Bao: In FY20, we get 1,728,467 from FY19 circuit breaker funds, and we also use part of FY20 received fund 745,248. The sum of the two is 2,473,715. The “circuit breaker & offsets” is listed as 2,198,309 in FY20 budget, is that excluding the 745,248? Why do we need the 745,248 in FY20, e.g. but not in FY19, considering that the sum of 9100, 9300 and 9400 are relatively stable in last several years?	Please see the materials distributed (emailed to the Finance Committee) from the 1-27-20 School Committee Meeting. In the FY20 Budget, \$723,899 of FY20 circuit breaker funds were committed to FY20 tuition expenses. The use of these funds, precludes having them available for FY21. Current FY20 tuitions are trending over \$400,000 than budgeted, so it is anticipated that WPS will have to use even more FY20 circuit breaker funds in FY20. In the FY19 budget, \$363,552 FY19 circuit breaker funds were committed to FY19. Reserving as much FY19 circuit breaker as possible was a priority when closing out the FY19 year. Fortunately, the department was able to reserve that \$363,552 for FY20. That \$363,552 is part of the \$1,728,467 referenced in the question.
300 WPS	Bao: The doe.mass.edu has data for all districts, with latest for 2018. It lists that Westford has Teacher FTEs 343.90, Teacher Salaries 30,501,943, and the Average salary 88,694. The	The target as expressed with the override is for our teachers to near/meet our DART community salary benchmarks. The Department of

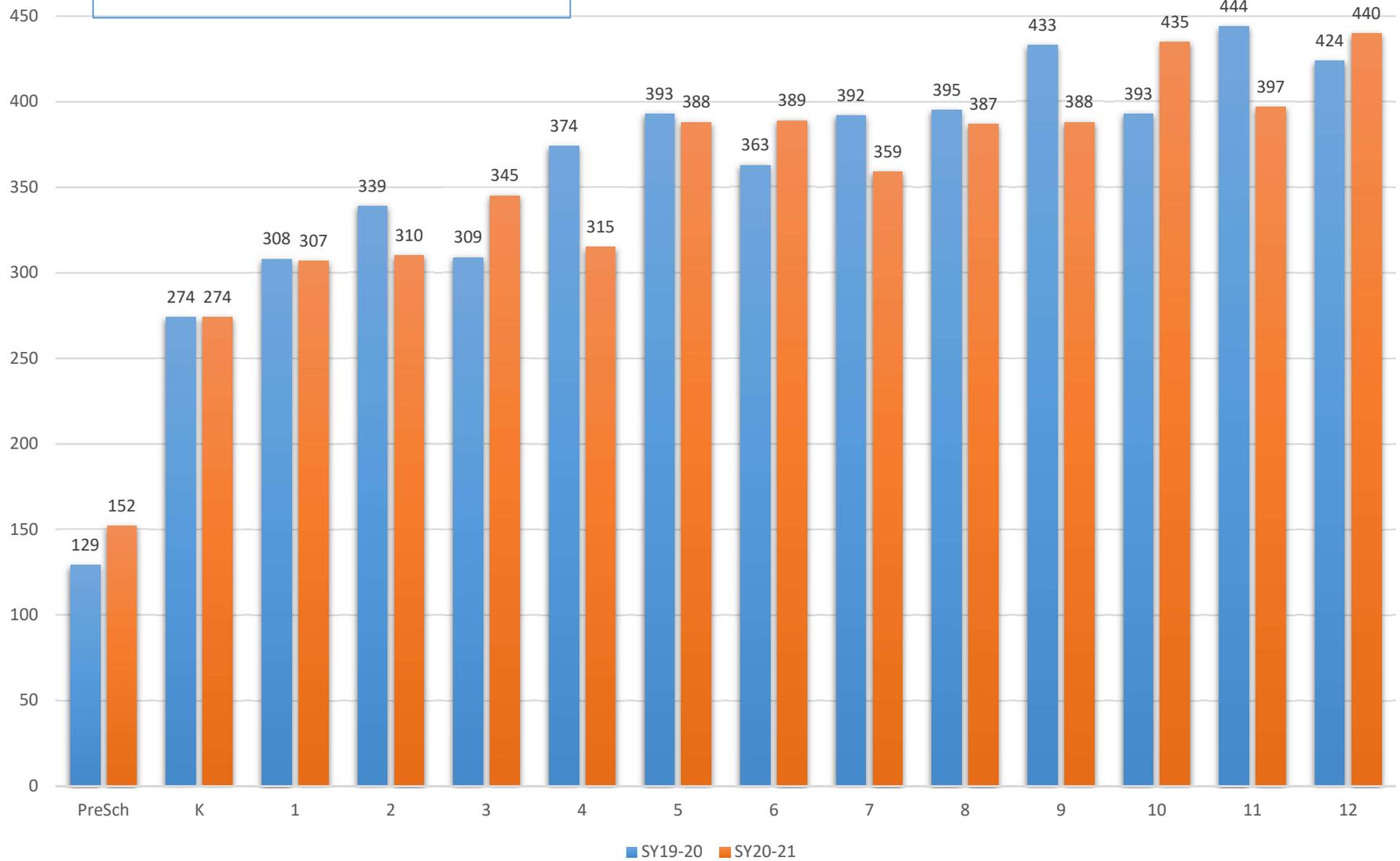
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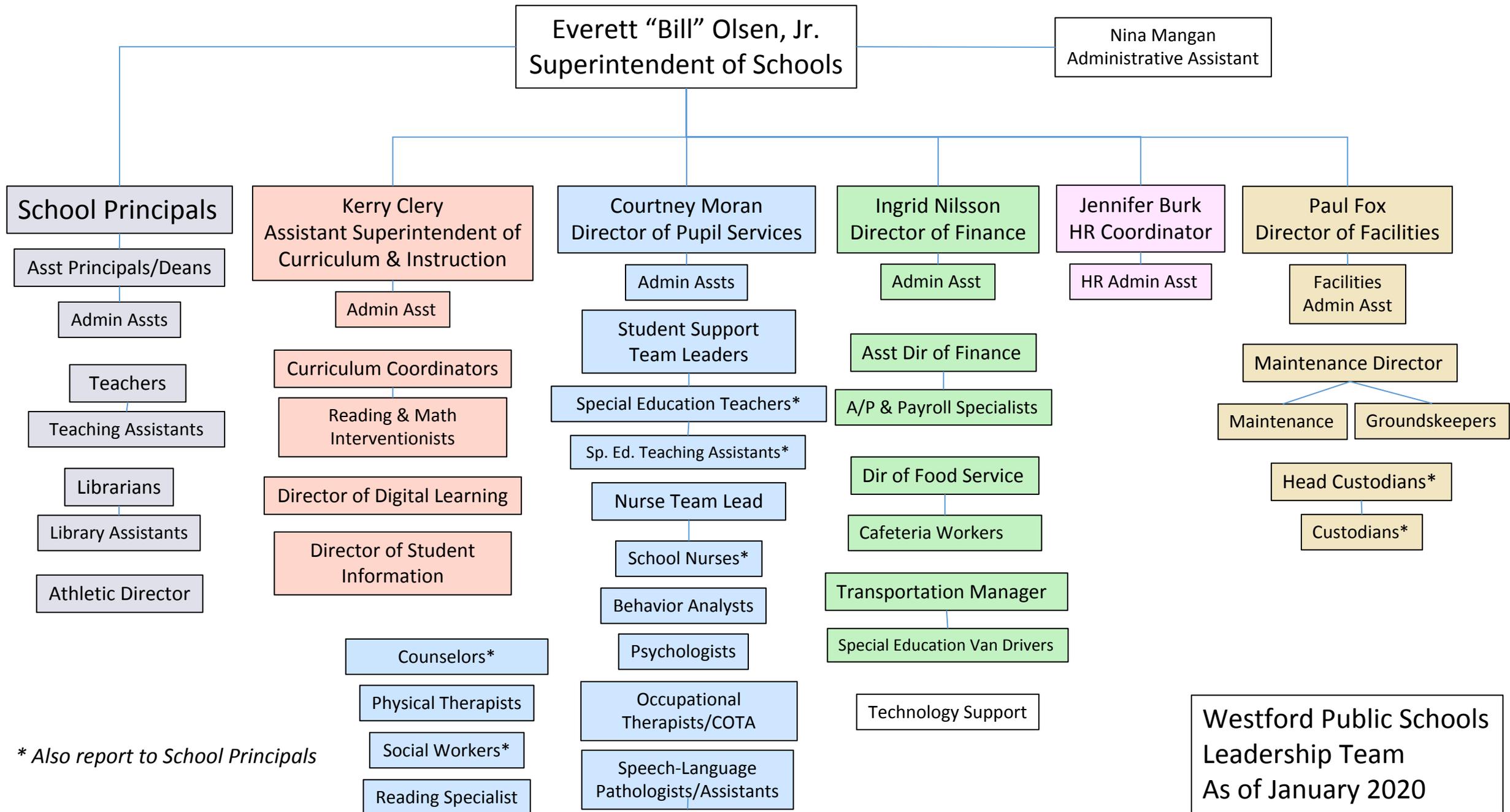
	average salary ranks top 40 among 323 districts. What is our target?	Elementary and Secondary Education (DESE) sets our comparable communities (DART).
300 WPS	<p>Bao: We have 422.2 Teacher FTEs in FY20. According to doe.mass.edu, Westford has Teacher FTEs 343.90 in FY18. What is the difference between the two “Teachers”, other than they’re for different years?</p> <p>We aim for a pupil/teacher ratio of 22:1 in grades K-5 and 25:1 in grades 6-12. What is this “teacher” vs. the “Teacher “FTEs 422.2?</p>	<p>The 422.2 “Teachers” in the budget reflects a broad category of staff members - it includes all of the positions covered under the Unit A Agreement, including Guidance Counselors, Librarians, Occupational Therapists, Psychologists, Speech Pathologists, Behavior Analysts, and Reading Specialists. These positions fall into the Unit A contract as they require a certification for employment, however they aren’t classified as “Teachers” under the Department of Education and may be licensed by other State or Federal agencies beyond DESE.</p> <p>When looking at student to teacher ratios, Westford is focused on classroom teachers - these other positions noted above are not considered to be classroom teachers as they are in other professional-level roles supporting students.</p>

WPS Enrollment

2019-20: 4970 (as of 1-8-20)

2020-21: 4886 (projection)





Westford Public Schools
Leadership Team
As of January 2020

Club/Organization/Position	Total Stipend
Abbot	
Book Club	\$710.00
Book Club	\$710.00
Environment Club	\$710.00
Fitness Club	\$710.00
Fun With Literacy (writing)	\$710.00
Garden Club	\$710.00
Garden Club	\$710.00
Stem Fair *	XXXX
Student Council	\$710.00
Student Council	XXXX
Upper Elm Newspaper	\$355.00
Upper Elm Newspaper	\$355.00
Yearbook	\$949.00
5th Grade Band	\$710.00
5th Grade Chorus	XXXX
5th Grade Chorus	\$710.00
5th Grade Camp	tbd
5th Grade Musical Director	1017 (tbd)
5th Grade Play Director	1017 (tbd)
5th Grade Strings	\$710.00
Board Games	\$414.00
Board Games	XXXX
Fimo Clay Fun Club	XXXX
Mindfulness Club	XXXX
Mindfulness Club	XXXX
Sports Club	\$414.00
Sports Club	XXXX
Yoga	\$414.00
Yoga	XXXX

Club/Organization/Position	Total Stipend
Blanchard	
AMC/Math Counts	\$1,017.00
Anime Club	XXXX
Book Club	\$710.00
Chess Club	\$710.00
Computer	\$1,017.00
Computer	XXXX
Crafts	\$710.00
Crafts	\$710.00
Cubing Club	XXXX
Dance/Dance	XXXX
Destination Imagination	XXXX
Drama Club	XXXX
Environment	\$414.00
Environment	XXXX
Fantasy Came Club	\$710.00
Finding X	XXXX
Fitness Club	XXXX
French/Italian Club	XXXX
Geography Bee	\$414.00
German Club	\$710.00
Girls on the Run	XXXX
Hiking Club	\$414.00
Hiking Club	\$414.00
History Club	XXXX
Latin Club	\$710.00
Literacy Magazine	XXXX
Math Team	\$1,017.00
Math Team	\$1,017.00
Math Team	\$1,017.00
6th Grade Math Club	XXXX
Mock Trial	XXXX
Mock Trial	XXXX
Multicultural Club	\$355.00
Multicultural Club	\$355.00
Newspaper	\$1,017.00
Newspaper	\$1,017.00
Peer Mediators	\$414.00
Peer Mediators	\$414.00
Quilting	XXXX
Roller Hockey	XXXX
Science Club	XXXX
Service Learning Club	XXXX

Club/Organization/Position	Total Stipend
Sign Language	XXXX
Ski Club Assistant	\$710.00
Ski Club Assistant	\$710.00
Ski Club Assistant	\$710.00
Ski Club Coordinator	\$1,017.00
Spanish Club	\$710.00
Speech & Debate	XXXX
Student Council	\$1,253.00
Student Council	\$1,253.00
Theater Arts	\$1,253.00
Theater Arts	\$1,253.00
Theater Arts	\$1,253.00
West Street Serenaders	\$414.00
Woodworking	XXXX
Writers Club	XXXX
Yearbook	\$1,253.00
Yearbook	\$1,253.00
Yearbook Assistant	\$710.00
Yearbook Assistant	XXXX
Yoga	\$414.00
6th Grade Band	\$710.00
6th Grade Orchestra	\$710.00
6th Grade Chorus	\$710.00
Band Concert	\$1,253.00
Chorus	\$1,253.00
Symphony/Chamber Orchestra	\$1,253.00
Band Jazz	\$1,253.00

Club/Organization/Position	Total Stipend
Day	
Book Club	\$710.00
Book Club	\$710.00
Environment Club	\$710.00
Fitness Club	\$710.00
Fun With Literacy	\$710.00
Garden Club	\$710.00
Garden Club	\$710.00
Nature's Classroom	\$414.00
Ski Club	\$710.00
Ski Club	\$710.00
Stem Fair *	\$414.00
Student Council	\$710.00
Student Council	\$710.00
Upper Elm Newspaper	\$710.00
Yearbook	\$949.00
5th Grade Band	\$710.00
5th Grade Chorus	\$710.00
5th Grade Chorus	\$710.00
5th Grade Camp	tbd
5th Grade Musical Director	\$1,017.00
5th Grade Play Director	\$1,017.00
5th Grade Strings	\$710.00
Board Games	\$414.00
Board Games	\$414.00
Fimo clay Fun Club	\$414.00
Mindfulness Club	\$414.00
Mindfulness Club	\$414.00
Sports Club	\$414.00
Sports Club	\$414.00
Yoga	\$414.00
Yoga	\$414.00

Club/Organization/Position	Total Stipend
Crisafulli	
Book Club	XXXX
Book Club	XXXX
Environment Club	XXXX
Fitness Club	XXXX
Fun With Literacy	XXXX
Garden Club	\$710.00
Garden Club	\$710.00
Stem Fair *	XXXX
Student Council	\$710.00
Student Council	\$710.00
5th Grade Band	\$710.00
5th Grade Chorus	\$710.00
5th Grade Chorus	XXXX
5th Grade Camp	XXXX
5th Grade Musical Director	\$1,017.00
5th Grade Play Director	\$1,017.00
5th Grade Strings	\$710.00
Board Games	XXXX
Board Games	XXXX
Fimo clay Fun Club	XXXX
Mindfulness Club	XXXX
Mindfulness Club	XXXX
Sports Club	XXXX
Sports Club	XXXX
Yoga	XXXX
Yoga	XXXX

Club/Organization/Position	Total Stipend
Miller	
Book Club	XXXX
Book Club	XXXX
Environment Club	\$710.00
Fitness Club	XXXX
Fun With Literacy	XXXX
Garden Club	XXXX
Garden Club	XXXX
Grade 1 Math Club	XXXX
Grade 2 Math Club	XXXX
Nature's Classroom	XXXX
Ski Club	XXXX
Ski Club	XXXX
Stem Fair *	XXXX
Student Council	XXXX
Student Council	XXXX
Upper Elm Newspaper	XXXX
Yearbook	XXXX
Board Games	XXXX
Board Games	XXXX
Fimo Clay Fun Club	XXXX
Mindfulness Club	XXXX
Mindfulness Club	XXXX
Sports Club	XXXX
Sports Club	XXXX
Yoga	XXXX
Yoga	XXXX

Club/Organization/Position	Total Stipend
Nabnasset	
Book Club	XXXX
Book Club	XXXX
Environment Club	\$710.00
Fitness Club	\$355.00
Fitness Club	\$355.00
Fun With Literacy	\$355.00
Fun With Literacy	\$355.00
Garden Club	XXXX
Garden Club	XXXX
Grade 1 Math Club	XXXX
Grade 2 Math Club	\$355.00
Grade 2 Math Club	\$355.00
Nature's Classroom	\$207.00
Nature's Classroom	\$207.00
Yearbook	\$949.00
Board Games	XXXX
Board Games	XXXX
Fimo Clay Fun Club	\$414.00
Mindfulness Club	\$414.00
Mindfulness Club	\$414.00

Club/Organization/Position	Total Stipend
AMC/Math Counts	\$1,017.00
Anime Club	XXXXX
Book Club	\$710.00
Chess Club	\$710.00
Computer	\$1,017.00
Computer	\$1,017.00
Crafts	\$710.00
Crafts	XXXXX
Cubing Club	XXXXX
Dance/Dance	XXXXX
Destination Imagination	XXXXX
Drama Club	XXXXX
Environment	XXXXX
Environment	XXXXX
Fantasy Came Club	\$710.00
Finding X	XXXXX
Fitness Club	XXXXX
French/Italian Club	XXXXX
Geography Bee	\$414.00
German Club	\$710.00
Girls on the Run	\$316.33
Girls on the Run	\$316.33
Girls on the Run	\$316.33
Hiking Club	\$414.00
Hiking Club	\$414.00
History Club	XXXXX
Latin Club	\$710.00
Literacy Magazine	XXXXX
Math Team	\$1,017.00
Math Team	\$1,017.00
Math Team	\$1,017.00
6th Grade Math Club	XXXXX
Mock Trial	XXXXX
Mock Trial	XXXXX
Multicultural Club	XXXXX
Newspaper	XXXXX
Newspaper	XXXXX
Peer Mediators	XXXXX
Peer Mediators	XXXXX
Quilting	XXXXX
Roller Hockey	\$474.50
Roller Hockey	\$474.50

Club/Organization/Position	Total Stipend
Science Club	XXXXXX
Service Learning Club	\$710.00
Sign Language	XXXXXX
Ski Club Assistant	\$710.00
Ski Club Assistant	\$710.00
Ski Club Coorinator	\$1,017.00
Spanish Club	\$710.00
Speech & Debate	\$710.00
Student Council	\$1,253.00
Student Council	\$1,253.00
Theater Arts	\$1,253.00
Theater Arts	\$1,253.00
Theater Arts	\$1,253.00
West Street Serenaders	XXXXXX
Woodworking	XXXXXX
Writers Club	\$710.00
Yearbook	\$1,253.00
Yearbook	\$1,253.00
Yearbook Assistant	\$710.00
Yearbook Assistant	\$710.00
Yoga	XXXXXX
6th Grade Band	\$710.00
6th Grade Orchestra	\$710.00
6th Grade Chorus	\$710.00
Band Concert	\$1,253.00
Chorus	\$1,253.00
Symphony/Chamber Orchestra	\$1,253.00
Band Jazz	\$1,253.00

Westford Academy	
Advisor/Coordinator Stipends	Total Stipend
Class Advisor 2020 (Sr)	\$ 2,364.00
Class Advisor 2020 (Sr)	\$ 2,364.00
Class Advisor 2021 (Jr)	\$ 2,011.00
Class Advisor 2021 (Jr)	\$ 2,011.00
Class Advisor 2022 (Soph)	\$ 1,892.00
Class Advisor 2022 (Soph)	\$ 1,892.00
Class Advisor 2023 (Fresh)	\$ 1,892.00
Class Advisor 2023 (Fresh)	\$ 1,892.00
ADC Director	\$ 949.00
Auditorium Director	\$ 6,000.00
Broadcast Comm/WABC	\$ 1,253.00
Choreographer	\$ 1,253.00
Community Service	\$ 626.50
Community Service	\$ 626.50
Holiday Bazaar Coordinator	\$ 949.00
International Coordinator	\$ 2,364.00
Musical Assistant	\$ 1,253.00
NHS	\$ 1,253.00
NHS Assist to Academic Support	\$ 949.00
Open Gym	not running FY20
Peer Counseling	\$ 946.00
Peer Counseling	\$ 946.00
Red Cross	merged with HOSA
School Store	\$ 1,892.00
Student Council	\$ 1,254.00
Student Council	\$ 1,254.00
Technical Assistant	\$ 1,253.00
Theater Arts Director	\$ 2,364.00
Theater Arts Director	\$ 2,364.00
Theater Arts Director	\$ 2,364.00
WA Pride	\$ 1,253.00
Yearbook Advisor	\$ 2,755.00
Animal Rights AKA "BARC"	not running FY20
Anime Club	\$ 196.50
Anime Club	\$ 196.50
Apollo Science/Technology	not running FY20
Art Club	\$ 711.75
Art Club	\$ 237.25

Art Club	\$ 949.00
Astronomy	\$ 710.00
Baking Club	not running FY20
Book Club	\$ 393.00
Chess Club	\$ 710.00
Cirrus	\$ 2,364.00
Cirrus	\$ 2,364.00
Cirrus	\$ 2,364.00
Cirrus	\$ 1,182.00
Cirrus	\$ 1,182.00
Community Art Club	\$ 949.00
Dance Club	\$ 1,253.00
DECA	\$ 1,892.00
DECA	\$ 1,892.00
DECA	\$ 1,492.00
Destination Imagination	not running FY20
English Literacy	not running FY20
Entrepreneurship Club	\$ 949.00
Environmental Club	\$ 355.00
Environmental Club	\$ 355.00
Fencing Club	\$ 710.00
Film Club	not running FY20
French Club	\$ 1,253.00
Future Educators	\$ 710.00
Game Club	\$ 949.00
German Club	\$ 1,253.00
G.S.A.(Gender and Sexuality Al)	\$ 710.00
G.S.A.(Gender and Sexuality Al)	\$ 239.00
Ghostwriter Newspaper	\$ 1,420.50
Ghostwriter Newspaper Assistant	\$ 1,420.50
Hands to Haiti	\$ 949.00
Harvard Model Congress	\$ 949.00
High School Quiz Show	\$ 355.00
High School Quiz Show	\$ 355.00
History Club	not running FY20
Hope/Relay for Life	not running FY20
HOSA (Health Organization)	\$ 711.75
HOSA (Health Organization)	\$ 237.25
Human Rights	\$ 710.00
International Club	\$ 1,253.00
Investment Club	\$ 710.00
Junior State of America JSA	\$ 949.00
Knitting Club	\$ 414.00

K-POP Drama (Mandrain Club)	\$ 710.00
Latin Club	\$ 1,253.00
Literary Magazine	\$ 949.00
Mandarin Club (K-Pop Drama)	\$ 239.00
Math Team	\$ 1,253.00
Mobil App Development	not running FY20
Mock Trial	\$ 1,253.00
Mock Trial	\$ 1,253.00
Model UN	\$ 949.00
Museum Club	\$ 355.00
Museum Club	\$ 355.00
NOW (Nat'l Org for Women)	not running FY20
NOWA(no one walks alone)	\$ 355.00
NOWA(no one walks alone)	\$ 355.00
Outing Club	\$ 1,253.00
Photography	\$ 710.00
Ping Pong Club	not running FY20
Political Forum	not running FY20
Project Purple	\$ 474.50
Project Purple	\$ 474.50
CSL Programming Club	\$ 1,253.00
Raise Your Voice	not running FY20
Robotics Club	\$ 712.00
SADD	\$ 710.00
SADD	\$ 710.00
Science Team	\$ 1,253.00
Scrapbooking Club	not running FY20
Ski Club	\$ 626.50
Ski Club	\$ 626.50
SMASH	\$ 949.00
Spanish Club	\$ 1,253.00
Speech and Debate Team Asst.	not using FY20
Speech and Debate Team	\$ 1,253.00
Three on Three Basketball	not running FY20
UNICEF	not running FY20
Unicycle Club	not running FY20
WA Friends/Best Buddies	\$ 626.50
WA Friends/Best Buddies	\$ 626.50
W.A.V.E.	not running FY20
W.O.R.D.	not running FY20
WA History journal	\$ 474.50
WA History journal	\$ 474.50
Women in STEM	\$ 474.50

Women in STEM	\$ 474.50
3D Design	\$ 711.75
3D Design	\$ 237.25
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Marching Band Director	\$ 5,510.00
Marching Band Assistant	\$ 2,364.00
Marching Band Assistant	\$ 2,364.00
Marching Band Assistant	\$ 2,364.00
Colorguard	\$ 2,364.00
Band Concert	\$ 2,364.00
Symphony Winds	\$ 2,364.00
Troubadours	\$ 2,364.00
SUMMER Band	\$ 1,774.00
Jazz Band	\$ 2,364.00
Chorus	\$ 2,364.00
Pep Band Director	\$ 474.50
Pep Band Director	\$ 474.50
New 2019/2020 school year	
A World of Difference	\$ 212.00
A World of Difference	\$ 212.00
Graphic Design	\$ 414.00
Equestrian	not yet approved