

School Committee Finance Subcommittee  
Wednesday, January 15, 2025  
5:00 PM – 7:05 PM  
Remote via Zoom

*Finance Subcommittee Members present:* Mariah Nobrega (Chair), Valerie Frias, Sarah Moghtader, and Carolyn Thall.

*Other School Committee Members present:* Andy Liu, Helen Charlupski, Steven Ehrenberg, Suzanne Federspiel, and Jesse Hefter.

*Staff present:* Linus Guillory, Superintendent; Susan Givens, Deputy Superintendent for Administration and Finance; Margaret Eberhardt, Principal, Brookline Early Education Program; Gabe McCormick, Senior Director for Teaching and Learning; Greg Porter, K-8 Social Studies Coordinator; and Betsy Fitzpatrick.

Ms. Nobrega called the meeting to order at 5:00pm.

**1. Approval of Minutes: December 11, 2024 Finance Subcommittee Meeting**

On a motion of Ms. Moghtader, and seconded by Ms. Thall, the Finance Subcommittee voted unanimously, by roll call, with 4 in favor (Ms. Nobrega, Ms. Frias, Ms. Moghtader, and Ms. Thall), 0 opposed, and 0 abstentions, to approve the December 11, 2024 Finance Subcommittee meeting minutes.

**2. Budget Reporting**

**a. Review of Grant Applications**

Ms. Nobrega directed members to the attached “Request for Grant Submittal” memo dated January 15, 2025. Three grants are included for review, all of them through the Department of Elementary and Secondary Education: FY25 METCO Supplemental Special Education Grant (\$132,000); FY26 Civics Teaching and Learning Grant (\$60,000); and FY26 Genocide Education Grant (\$70,000). In regards to the METCO supplemental special education grant, members asked if the \$132,000 requested for the grant would fully cover paraprofessionals needed for METCO students, and also asked whether the district is able to charge Boston (the home district) for any other special education costs for METCO students. Dr. Guillory reported that Brookline incurs the costs for special education services for METCO students; Boston is not billed for these costs. Dr. Guillory will confirm whether or not Boston is responsible for special education costs for students in the METCO program. The \$132,000 requested would cover four paraprofessionals; Dr. Givens reported that the total amount available in the grant (for all districts participating in METCO) is only \$300,000, so we may not be awarded the full \$132,000. Ms. Nobrega asked about the Civics Showcase (part of the Civics Teaching and Learning Grant), wondering if funding for this expansion of activities would be sustainable after the grant funding ceased. Mr. Porter explained that this idea is exploratory at this time, and will depend on grant approval. If funding were to cease, DESE offers statewide civic showcase opportunities (these are similar to science fairs, at which students present their civic action projects).

On a motion of Ms. Nobrega, and seconded by Ms. Thall, the Finance Subcommittee voted unanimously, by roll call, with 4 in favor (Ms. Nobrega, Ms. Frias, Ms. Moghtader, and Ms. Thall), 0 opposed, and 0 abstentions, to approve the grant applications as described on the attached memo

dated January 15, 2025.

**b. Approval of Gifts**

Ms. Nobrega directed members to the attached Request for Gift Acceptance memo dated January 15, 2025. Six gifts require approval, including gifts from the Hayes School PTO, Ridley School PTO, Mr. John Magee, Ms. Sarah Kosa, Ms. Sara Egan and Mr. George Lloyd, and Mr. David Boundy. Ms. Nobrega thanked the donors for these generous gifts.

On a motion of Ms. Nobrega, and seconded by Ms. Thall, the Finance Subcommittee voted unanimously, by roll call, with 4 in favor (Ms. Nobrega, Ms. Frias, Ms. Moghtader, and Ms. Thall), 0 opposed, and 0 abstentions, to recommend that the full School Committee approve the gifts as described on the attached Request for Gift Acceptance memo dated January 15, 2025.

**3. Budget Development**

Ms. Thall reported that meeting participants have contacted her privately to suggest that the quorum of School Committee members present at this meeting, deliberating on Finance Subcommittee agenda items, might be in violation of the Open Meeting Law. Ms. Nobrega and Dr. Ehrenberg stated that they do not believe there is a violation, as all agenda items have been publicly-noticed.

**a. Review and Approval of Brookline Early Education Program FY26 Fees**

BEEP Principal Margaret Eberhardt joined the meeting, and Ms. Nobrega directed members to the attached memo, “User Fees Review – BEEP – Participation and Tuition”. The memo provides an overview of the 283 students currently enrolled in BEEP, including those assigned to the program as part of an IEP, those who are paying full tuition, and those receiving financial assistance. Currently, of the 283 students, 204 are paying full tuition. Ms. Eberhardt explained that BEEP is essentially two programs under one umbrella: an early childhood/special education program, and an early childhood/ preschool program. The first program is a mandatory component of special education services funded through the operating budget; the second provides the peer role models, and is supported by tuition paying families. Ms. Eberhardt reported that the transition to a full-school day this year has been successful, and very well-received by BEEP families. Dr. Givens discussed current BEEP revenue: it is expected that this year BEEP will generate \$3,115,500 in revenue from tuition payments. Dr. Givens outlined three options for increased BEEP fees at 3%, 5% and 8%. She also suggested that the district might consider reducing the number of tuition assistance seats by 5 (from 40, down to 35); this would also generate additional revenue. Dr. Givens described some of the all-in costs to run the BEEP program, including staff benefits (this information is not currently part of the attached memo, but will be added). Members discussed the various fee increase options, the question of whether or not to reduce the number of tuition assistance seats, and the funding required to offer a BEEP extended day program. The BEEP revolving fund balance will be used to bridge funding gaps during these transition years as the district works to more gradually match tuition to program costs.

On a motion of Ms. Nobrega, and seconded by Ms. Moghtader, the Finance Subcommittee voted, with 3 in favor (Ms. Nobrega, Ms. Frias, and Ms. Moghtader), 1 opposed (Ms. Thall), and 0 abstentions, to recommend that the full School Committee: increase BEEP tuition by 8% each year for the next three years; maintain the number of tuition assistance seats at 40; and increase BEEP

extended day tuition by \$200 per month in each of the next three years (to \$1,000 in FY26, \$1,200 in FY27, and \$1,400 in FY28).

**4. Discussion of FY25 Expenditures and the Provision of Student Services (continued from the January 9, 2025 School Committee Meeting)**

Ms. Nobrega discussed the draft Statement of Work (SOW) that will be provided to the auditor to facilitate the audit of practices and procedures. The audit is being commissioned by the School Committee in collaboration with the Town's Audit Committee, in response to concerns raised by parents/guardians and vendors relative to special education services. Members proposed and discussed edits to the SOW. Chair of the Advisory Committee, Dennis Doughty, asked if this audit is part of already contracted work, or if it will be a new RFP. Ms. Nobrega indicated that the current plan is for this to be a contract addition (to be paid for by the school district) to the Town's existing audit conducted by Powers & Sullivan. Ms. Nobrega conducted a straw poll to gauge support among School Committee members for the revised draft of the SOW, including whether it can be shared with the Audit Committee and Town Finance Director. Members were in agreement with these next steps. Advisory Committee member Cliff Brown asked if the school district is seeking a financial audit or a management audit (the SOW suggests management questions, more than strictly financial questions). Lee Selwyn, Advisory Committee representative to the Audit Committee, reported that the Audit Committee has not met to publicly review this request. He believes that Powers & Sullivan does not conduct management audits, which he believes is what the School Committee is seeking. He referenced a Town Meeting warrant article that he submitted several years ago, that was not adopted, that would have addressed these issues.

Ms. Nobrega continued the discussion of FY25 expenditures and the provision of student services, directing members to the attached "OSS Funding Sources" spreadsheet. Dr. Givens explained the figures in more detail. The FY25 general fund budget amount for OSS was \$10,581,600; as of last week, FY25 expenses and encumbrances total \$10,497,565; leaving a small balance of \$84,035. The spreadsheet also includes figures for Circuit Breaker, and FY24 and FY25 IDEA grant budget and expenses. She noted that some salaries are not currently accounted for in the FY25 IDEA grant, causing a variance of \$1,146,482. Ms. Nobrega asked that all OSS grants (for example, nursing grants) be added to this spreadsheet. Discussion around OSS funding sources will continue at the next Finance Subcommittee meeting.

**5. Budget Development (continued)**

**b. Review and Approval of Non-Aligned Salaries for Principals**

Dr. Givens presented the attached "Non-Aligned - Principals Compensation Review" memo. PSB human resource staff gathered comparable salary data from neighboring school districts. She presented the range of salaries for high school principals, middle school principals, and elementary school principals. She also reviewed principal salary averages compared to other salaries within the PSB organization. The recommendation is that the salary range for preK-8 principals be set at \$158,000 to \$168,000; and the range for the High School principal be set at \$185,000 to \$195,000. Dr. Guillory suggested that a slightly higher range might be more appropriate for the preK-8 principals.

On a motion of Ms. Nobrega, and seconded by Ms. Frias, the Finance Subcommittee voted, by roll call, with 4 in favor (Ms. Nobrega, Ms. Frias, Ms. Nobrega, and Ms. Thall), 0 opposed, and 0 abstentions, to recommend that the full School Committee set an FY26 compensation range for

preK-8 principals at \$160,000 to \$170,000, and an FY26 compensation range for the high school principal at \$185,000 to \$195,000.

**6. New Business**

Ms. Nobrega announced that the Finance Subcommittee's next meeting is Wednesday, February 5 at 5:00pm.

Ms. Nobrega adjourned the meeting at 7:05 PM.



THE PUBLIC SCHOOLS OF BROOKLINE  
 BROOKLINE, MASSACHUSETTS 02445

LINUS J. GUILLORY JR., PhD  
 SUPERINTENDENT OF SCHOOLS

SUSAN K. GIVENS, Ed.D.  
 DEPUTY SUPERINTENDENT FOR ADMINISTRATION AND FINANCE

Request for Grant Submittal

January 15, 2025

Motion: School Committee Finance Subcommittee has reviewed the following grant application and approves it for submission to the grant awarding authority as listed below:

Source	Grant/Point Person/Purpose	Application Amount	Account #/Name				
<a href="#">DESE</a>	<p><b><u>FY25 FC0318 METCO Supplemental Special Education Grant</u></b></p> <p>Point Person: Malcolm Cawthorne</p> <p>102 Brookline students in the METCO program received special education services in FY24. Paraprofessional salaries are the highest overall expense related to special education services for students in METCO. The district will use the 318 Supplemental grant funds to offset paraprofessional staff costs associated with METCO students.</p> <p><b>Goal 1: Teaching &amp; Learning</b>            Increase achievement for students by establishing, implementing, and regularly assessing an equitable cohesive, culturally relevant, consistent standards-based curriculum in ELA, Math, Science, Social Studies and World Language delivered using evidence-based, culturally responsive instruction.</p> <p><b>Goal 2: Community &amp; Connections</b>            Develop and implement a culturally responsive community engagement plan that fosters connections among caregivers, schools, the district and the greater community.</p> <p><b>Goal 3: Climate &amp; Culture</b>            Develop a climate and culture in which all students, staff, and caregivers experience a strong sense of belonging and safety.</p> <p><b><u>Budget</u></b></p> <table border="1" data-bbox="191 1749 1166 1829"> <thead> <tr> <th>Purpose</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Paraprofessionals</td> <td>\$132,000.00</td> </tr> </tbody> </table>	Purpose	Amount	Paraprofessionals	\$132,000.00	\$132,000.00	3225SEL7 FY25 METCO Supplemental Special Education Grant
Purpose	Amount						
Paraprofessionals	\$132,000.00						

[DESE](#)

**FY26 FC0589 Civics Teaching and Learning Grant**

Point Person: Greg Porter, Jen Martin, Gabe McCormick

PSB has applied for and received the Civics Teaching and Learning Grant for the past two years. The work for those two grants has focused on the development of the Civic Action Project in grade 8, the curriculum review, pilot, adoption, and implementation process in grades K-5 and grade 8, and both the internal and external professional development in support of said curriculum.

For the FY26 Civics Teaching and Learning Grant, the Social Studies department has several key goals connected to curriculum and curriculum development, professional development, continued development of the Civic Action Project in grades 8 and 11, the creation of a districtwide Civic Showcase, and Experiential Learning experiences across K-12.

**Goal 1: Teaching & Learning**

Increase achievement for students by establishing, implementing, and regularly assessing an equitable cohesive, culturally relevant, consistent standards-based curriculum in ELA, Math, Science, Social Studies and World Language delivered using evidence-based, culturally responsive instruction.

**Budget**

Purpose	Amount	Notes
Stipends	\$20,000	Elementary Curriculum Development Projects
	\$7,200	Grade level leads K-5
	\$5,800	CAP Development in 8 and 11
Contracted Services	\$25,000	Primary Source
Supplies	\$2,000	CAP Showcase
Total	\$60,000	

\$60,000.00

3226SEK8  
FY26 Civics Teaching and Learning Grant

[DESE](#)

**FY26 FC0215 Genocide Education Grant**

Point Person: Greg Porter, Jen Martin, Gabe McCormick

PSB applied for and received a Genocide Education grant for FY25, with a focus on professional development for 6-12 educators connected to genocide and effective strategies for working with students on the topic of genocide. PSB partnered with Facing History and Ourselves and held four PD sessions, working as a 6-12 team as well as in smaller 6-8 and 9-12 cohorts. This type of 6-12 cohesion is critical in creating effective and connected learning experiences for students.

\$70,000.00

3226SEM3  
FY26 Genocide Education Grant

In applying for the Genocide Education grant for FY26, the Social Studies department has several key aims connected to curriculum, professional development, and enrichment. In terms of curriculum, our plan is to build curriculum development teams for each grade level across 6-12, creating standards aligned lessons that meet both the needs of the respective grade levels as well as make sense in a vertical sequence. For professional development, we would continue our partnership with Facing History and Ourselves, with a shifted focus on supporting the curriculum development process in 6-12, including a specific focus on grade 10 and Holocaust education. Lastly, PSB would include a Holocaust survivor speaker as well as the Cattle Car exhibit that have been a part of previous school years.

**Goal 1: Teaching & Learning**

Increase achievement for students by establishing, implementing, and regularly assessing an equitable cohesive, culturally relevant, consistent standards-based curriculum in ELA, Math, Science, Social Studies and World Language delivered using evidence-based, culturally responsive instruction.

**Goal 2: Community & Connections**

Develop and implement a culturally responsive community engagement plan that fosters connections among caregivers, schools, the district and the greater community.

**Goal 3: Climate & Culture**

Develop a climate and culture in which all students, staff, and caregivers experience a strong sense of belonging and safety.

**Budget:**

Purpose	Amount	Notes
Stipends	\$34,000	Curriculum Development
Contracted Services	\$25,000	FHAO
Enrichment Experiences	\$10,000	Cattle Car
	\$1,000	Guest Speakers
Total	\$70,000	



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BROOKLINE, MASSACHUSETTS 02445

LINUS J. GUILLORY JR., PhD  
SUPERINTENDENT OF SCHOOLS

SUSAN K. GIVENS, Ed.D.  
DEPUTY SUPERINTENDENT FOR ADMINISTRATION & FINANCE

Request for Gift Acceptance

January 15, 2025

The School Department requires specific authorization for acceptance of gifts.

Motion: School Committee Accepts the donation listed below for school department use:

<b>Donor</b>	<b>Amount</b>	<b>Recipient/Purpose</b>	<b>Account Number/Name</b>
Hayes School PTO	\$435.00	Hayes School/Homework Folders	3300SEF4/Hayes School Gift Account
Ridley PTO	\$995.49	Ridley School/Stipend for Middle School Discovering Justice Program	3300SEF2/Ridley School Gift Account
John Magee	\$1,000.00	Brookline High School/Puerto Rico Trip	TA03-258910/Brookline High School Student Activity Account
Sarah Kosa	\$250.00	Brookline High School/Queer Student Union	3300SEF9/Brookline High School Gift Account
Sara Egan and George Lloyd	\$500.00	Brookline High School/Japan Exchange Program	TA03-258910/Brookline High School Student Activity Account
David E. Boundy	\$500.00	Brookline High School/Winthrop House in Memory of Jen Polk	3300SEF9/Brookline High School Gift Account

# PUBLIC SCHOOLS of BROOKLINE

To: Finance Subcommittee  
 From: Susan K. Givens, Ed.D, Deputy Superintendent, Administration and Finance  
 Margaret Eberhart, Principal, BEEP  
 Date: January 14, 2025, 2024  
 Subject: User Fees Review - BEEP - Participation and Tuition

The Brookline Early Childhood Program is essentially two programs under one umbrella: an early/special education program and an early childhood preschool program. The first program is an essential, mandatory component of our special education services and is funded through the District operating budget. The second program is associated with tuition paid by families.

Early Childhood Enrollment - Enrollment is divided into several categories: Inclusion (program 1), Tuition + IEP services (hybrid), Tuition Paying Peers (program 2) and IEP services provided at BEEP locations that are not related to the BEEP program.

School Year	Full IEP Seats	*Financial Aid	IEP w/tuition	Tuition Paying Seats	Total Enrollment	Services only
SY 24-25	40	38	11	204	283	16
SY 23-24	47	37	14	196	280	15
SY 22-23	53	38	20	197	270	26
SY 21-22	53	40	16	200	293	28

*Note: Enrollment and tuition data provided by BEEP program staff.*

Inclusion Program (603 CMR 28:00:7e) - An early childhood inclusion program provides students on IEPs with support in a classroom with peer role models. The ratio of peers to students on IEPs in a classroom varies (50 - 75% peers to students on IEPs).

For illustration purposes, we will use a ratio of 60% to determine the number of peers that would be associated with the BEEP inclusionary program. This year, we have 40 students on IEPs enrolled in the full inclusion program at BEEP. To support 40 students on IEPs in this program, we would need 60 peers to form our early intervention/special education program. The total enrollment associated with this program would be 100 students of the 283 students enrolled in BEEP this year. Once the Pierce School is constructed, the District will have enough space in Brookline schools to house the mandatory program (approximately 100 students).

# PUBLIC SCHOOLS of **BROOKLINE**

Tuition Program - There are 201 tuition paying students. There are an additional 40 students that receive financial assistance; 32 do not pay any tuition and 8 pay a reduced rate. The current tuition rate is \$15,500 generating \$3,115,500 in revenue (\$15,500 x 201 students)

Tuition Recommendation - To increase the tuition rate 5% annually for the next three years and reduce the number of financial aid slots by 5 in each year.

For information purposes only: Revenue at 3%, 5%, and 8% increase

3% increase:  $\$15,965 \times 201 = \$3,208,965$  (\$93,000 increase)

5% increase:  $\$16,275 \times 201 = \$3,271,275$  (\$156,275 increase)

8% increase:  $\$16,740 \times 201 = \$3,364,740$  (\$249,000 increase)

Five tuition paying students at the current rate is \$77,000.

## ***BEEP Extended Day Program***

1. Estimated FY26 Cost
  - a. Salary 196,271
  - b. Benefits 180,000

376,271
2. Participation/Enrollment: 30 Students
3. Annual Cost per Pupil: \$12,542
4. Fee: Current 800/month  
Recommended FY26 \$1,000/month, FY27 \$1,200/month, FY28 \$1,400/month

## **Draft revised SOW**

Review all PSB internal controls, processes and procedures related to Office of Student Services resource management including budget practices, hiring protocols, procurement (contract and requisition processes), grant administration, and overall financial management within the department. Questions that SC would like answered include but are not limited to:

1. Does the district fulfill its legal obligations under IDEA/ADA/Rehab Act in a timely way? Are there internal controls/processes/procedures that could be established or modified to optimize/expedite fulfillment of those obligations?
2. Do OAF and OSS appropriately communicate? What internal controls/processes/procedures could be established or modified to optimize communication between the two offices?
3. What were the key internal controls/processes/procedures/practices/events that resulted in the delay, interruption and/or non-payment of special education services in both FY24 and FY25?
4. Are there charges allocated to OSS during FY24 and/or FY25 that would be better allocated to another unit of PSB? If so, what internal controls/processes/procedures could be established or modified to optimize charge allocation?
5. Does the auditor believe that the special education cost increase over the prior FY for FY24 and FY25 represents a broadly accurate picture of the district's special education costs? If so, what internal controls/processes/procedures could be established or modified to optimize special education funding? E.g. (not meant to be leading, just as an example of the level of detail of recommendations we might pursue) establishment of a special education reserve fund, funded by Medicaid reimbursements.

OSS Funding Sources	FY23 Actual	FY24 Budget	FY24 Exp/Encum*	FY24 Variance	FY25 Budget	FY25 Exp./Encum	FY25 Variance
Gen'l Fund - Non Salary Expense	8,119,493	8,731,331	11,251,934	-2,520,603	10,581,600	10,497,565	84,035
Circuit Breaker	3,526,149	3,475,572	3,494,329	-18,757	3,606,449	3,730,364	-123,915
FY24 IDEA Grant*		2,457,329	2,589,645	-132,316			
FY25 IDEA Grant**	-	-	-	-	2,339,946	TBD**	-1,146,482
<b>Total</b>	<b>11,645,642</b>	<b>14,664,232</b>	<b>17,335,908</b>	<b>-2,671,676</b>	<b>16,527,995</b>	<b>14,227,929</b>	<b>-1,186,362</b>

\* Total grant expenses and obligations

\*\*Some salaries are not currently accounted for in the FY25 grant submitted causing a variance of \$1,146,482



## The Public Schools of Brookline

Brookline Town Hall  
333 Washington Street, 5<sup>th</sup> Floor  
Brookline, Massachusetts 02445

**Susan K. Givens, Ed.D.**  
*Deputy Superintendent of  
Administration and Finance*

To: Finance Subcommittee  
Linus J. Guillory, Jr., Ph.D., Superintendent of Schools

Re: Non-Aligned - Principals Compensation Review

Date: Susan K. Givens, Ed.D., Deputy Superintendent

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Over the past several months, our Human Resource Department has been gathering base salary data from comparable communities. Though we were not able to get information from all nine, the majority have responded and there is sufficient data to provide a meaningful assessment of how principal's compensation compares to these communities. Here are the results of the market research conducted this fall.

<b>High School Principals</b>			
<b>Communities</b>	<b>Average</b>	<b>High</b>	<b>Low</b>
Acton Boxborough	Unavailable		
Arlington	183,564		
Lexington	161,908		
Milton	157,939		
Natick	164,336		
Needham	188,103		
Newton	178,968	197,491	146,054
Wellesley	190,995		
	<b>Average</b>		
	175,116		
Brookline	180,532		

The high school principal's salary is \$5,000 more than the average and \$17,000 below the highest paid within this group.

<b>Middle School Principals</b>			
<b>Communities</b>	<b>Average</b>	<b>High</b>	<b>Low</b>
Acton Boxborough	151,867		
Arlington	131,800		
Lexington	163,646		
Milton	152,030		
Natick	151,659	160,702	142,615
Needham	159,457	175,001	143,913
Newton	173,937	184,797	160,865
Wellesley	185,676		
	<b>Average</b>		
	158,759		
Brookline	154,773	161,951	140,000

